

# THE CITY OF PALM COAST FLORIDA



## ANNUAL BUDGET REPORT FISCAL YEAR 2012-2013

*Find Your Florida*



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# City Officials



## ELECTED OFFICIALS



**Frank Meeker**, Council Member District 2, **Jason DeLorenzo**, Council Member District 3,  
**Jon Netts**, Mayor, **Bill McGuire**, Council Member District 1, **Bill Lewis**, Council Member District 4

## APPOINTED OFFICIALS

**City Manager**, Jim Landon

**City Attorney**, William E. Reischmann, Jr.

**City Clerk**, Virginia Smith

**Finance Director**, Christopher M. Quinn

**Information Technology & Communications Director**, Steve Viscardi

**Fire Chief**, Michael C. Beadle

**Public Works / Utility Director**, Richard H. Adams

**Recreation & Parks Director**, Luciana Santangelo

**Engineering & Stormwater Director**, John C. Moden



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Palm Coast  
Florida**

For the Fiscal Year Beginning

**October 1, 2011**

*Linda C. Danson*     *Jeffrey R. Eason*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **City of Palm Coast, Florida** for the Annual Budget beginning October 01, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This is the eighth consecutive year that the City of Palm Coast has received this award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



# Budget Book Highlights

For easy use, this budget book has been divided into separate functional areas for review as follows:

## Introduction

This section contains the transmittal letter, a table of the organization and our 2012-2013 strategic action plan. It also includes statistical information and history about our City.

## Executive Summary

This section provides the financial policies and summaries of the budget on a city-wide basis including revenues, expenditures and personnel.

## Budget Detail

This section contains data on individual funds and additional detail is provided by department.

## Capital Improvement Program

This section provides summaries of the City's Capital Improvement Program, the effect of the Program on each fund and a detail page for each capital project in the program. The fleet replacement schedule can be found in this section as well.

## Workforce Talent

This sections highlights our teams that help to address City needs for executive leadership and to develop additional capacity within the City organization to provide leadership for projects and issues not normally accomplished as part of the routine functions of the organization.

## Awards and Special Recognition

We are proud of what our City has accomplished and in this section we showcase some of our past year(s) awards and other special recognition received.

## Glossary and Acronyms

This section provides the reader a glossary of terms and acronyms used in this document.





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# INTRODUCTION

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September 31, 2012

## CITY MANAGER'S LETTER

I am pleased to present to you the adopted budget for Fiscal Year 2013, which reinforces City Council's Strategic Action Plan mission statement, operating values, and goals. The adopted budget for Fiscal Year 2013 outlines the programs and projects that support the Strategic Action Plan and also reflects the improving economic conditions following one of the nation's worst economic downturns. This letter also highlights points of emphasis related to each goal of the Strategic Action Plan.

### IMPROVING ECONOMIC CONDITIONS

In 2012, the economic conditions and trends in Palm Coast started to improve when compared to previous years. Below are a few examples of improving conditions:

- 🌴 **Growth** – Palm Coast is projected to be the 2<sup>nd</sup> fastest growing area over the next five years.
- 🌴 **Employment** – Palm Coast has largest drop in unemployment rate in Florida over year.
- 🌴 **Taxable Sales** – Palm Coast taxable sales grew 21% or \$94 million since '07.
- 🌴 **Capital Investment** – \$246.7 million was invested in private construction in Palm Coast since '09.
- 🌴 **Real Estate Values** – Palm Coast area median sales prices for single-family homes began to rise in 2012 for the first time since the economic downturn.
- 🌴 **Economic Outlook** – Palm Coast was named one of the 15 best housing markets in next five years. Also, Palm Coast was named one of the 5 great places to retire.

While property values tend to lag behind changes in the real estate market, based on the above improving economic conditions, we are optimistic that revenue sources in the upcoming fiscal years will stabilize and then begin to rise. This will enable the City to maintain our aging infrastructure and invest in capital projects that were either delayed or eliminated during the economic downturn.

### STRATEGIC ACTION PLAN

During the past fiscal year, City Council developed a new mission statement, operating values, and goals as part of a Strategic Action Plan. Staying true to the City Council Mission Statement (below) will help the City to be recognized as one of Florida's premier cities in which to live, work, and play.

#### City Council Mission Statement

*"To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned, integrative approach using available technology."*

160 Cypress Point Parkway, Suite B-106, Palm Coast, FL 32164 o Phone (386) 986-3700  
discover us at [discoverpalmcoast.com](http://discoverpalmcoast.com) or [palmcoastgov.com](http://palmcoastgov.com)



The Strategic Action Plan is the guiding policy document for City Council and City Staff. This budget is driven by the mission statement and goals contained in the Strategic Action Plan. Highlights of initiatives related to each of the City Council's goals are included below along with points of emphasis in this year's budget.

**Goal 1  
Expansion**

*To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services, and employment.*

In the upcoming fiscal year, we will continue to not only plan for tomorrow, but also for the long term infrastructure needs to accommodate our anticipated growth. Even during the economic recession, the City continued to experience an increase in population, and we anticipate the growth to continue in the future. The University of Florida Bureau of Economic and Business Research projects that by 2025, the City of Palm Coast will double in population, exceeding 158,000 people. During this past fiscal year and the next, the City has and will continue to face challenges in funding not only future infrastructure needs, but also maintenance of aging infrastructure.

**Stormwater Funding Commitment** – During the budgeting process, the City Council made a key policy decision to fund Stormwater improvements primarily from user fees using the current methodology. While the City Council will review the methodology in the upcoming fiscal year to better allocate fees to the appropriate users, this commitment to fund Stormwater improvements through fees provides a dedicated revenue stream to ensure continued maintenance of our aging Stormwater infrastructure.

**Utility Rate Study** – In the upcoming fiscal year, the City Council will consider utility rate and fee adjustments to fund necessary utility maintenance and infrastructure improvements to meet previous bond covenants, allow for refinancing and additional debt obligations, and comply with regulatory requirements. The utility rate and fee adjustments will be a result of the Utility Rate Study anticipated to be completed early in the upcoming fiscal year.

**Infrastructure Funding Challenge** – Also, in the upcoming fiscal year, the City Council will be asked to provide direction on how to fund governmental infrastructure (transportation, parks & recreation, fire) needs in the future. During the economic recession, City Council opted to lower or maintain tax rates while maintaining essential services, but forgoing or delaying governmental infrastructure projects. Many of these governmental infrastructure projects are associated with grants that contain performance provisions and penalties. In addition, growth has continued during the economic recession and the need for these governmental infrastructure projects still exist. A multi-department team of staff will develop a priority list of projects along with funding options for City Council to consider during the upcoming fiscal year.





**Goal 2  
Economic**

*To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values.*

In the upcoming fiscal year, the City will continue to implement programs and projects outlined in Prosperity 2021 to develop and maintain a strong economy. The improving economic conditions indicated in the opening of this letter support the City's efforts to maintain our neighborhoods, support existing businesses, and encourage investment by attracting new residents, visitors, and businesses.

**Prosperity 2021** – The City is now in the second year of implementing *Prosperity 2021: Plan for Growing our Local Economy*, which will be integrated into the recently adopted Strategic Action Plan. While the improving economic conditions indicate that the City's efforts are paying dividends, there is still more work to do. City staff will continue to focus on projects and programs within Prosperity 2021 to help our local economy recover.

**Business Assistance Center** – The Palm Coast Business Assistance Center, or BAC, was established in May 2011 to help our existing business grow through a unique partnership with the Small Business Development Center at the University of Central Florida (SBDC at UCF). Since its inception, the BAC has helped businesses maintain or create 89 jobs and invest approximately \$4.5 million in our local economy through capital investment, increased sales, and salaries. In addition, the BAC with City Council's support has established numerous programs, including the Annual Business Expo and Loan Guarantee Program. During the budget process, City Council affirmed its support of the BAC in the upcoming year by renewing the contract with the SBDC at UCF.

**Sports Tournaments** – The City in partnership with our local sports clubs and the Flagler County Tourist Development Council continues to attract sports tournaments and the associated visitor spending to our local economy. In the upcoming year, City staff will continue to work to make these events even bigger and better, along with their positive impact on our local economy.

**Goal 3  
Finance**

*To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value added services to residents and businesses.*

During the budget process, the City Council was able to maintain existing levels of service, while maintaining the current level of property tax collections. In the upcoming fiscal year, City staff will continue to explore ways to strengthen our financial position while delivering value to our citizens.

**Rollback Millage Rate Adopted** – During the budget process, the City Council adopted the rollback millage rate, which resulted in the same amount of property tax collection as the previous year. This allowed the City to maintain the same level of service to the citizens of Palm Coast, while maintaining the 2<sup>nd</sup> lowest millage rate for cities our size (population between 60,000-90,000) in Florida.





**Fund Balance Reserve Policy** – During the budget process, the City was able to maintain compliance with the fund balance reserve requirements in the City’s major funds. Maintaining compliance provides the City financial stability and a fund reserve to use if unexpected emergencies arise.

**Refinancing Debt** – In the upcoming fiscal year, the City plans to take advantage of all-time low interest rates to refinance debt in two funds, the State Road 100 CRA and the Utility Fund. By refinancing debt, the City will save on interest costs over the long-term and this will allow the City to take on additional debt to complete necessary projects at very low interest rates.

**Goal 4  
Environmental** *To blend our residential and commercial properties with our “City of Parks and Trails” image to create a sustainable framework of visual appeal while caring for our land, water, air, and wildlife.*

The City’s commitment to environmental sustainability has been recognized by our designation as a Gold Level Green City by the Florida Green Building Coalition and numerous other awards and recognitions. In this upcoming fiscal year, City staff will continue to look for opportunities to conserve natural resources and become more efficient with the resources that we do use.

**Solid Waste and Recycling Program** – This past fiscal year, the City implemented a comprehensive program to encourage citizens to recycle. This program resulted in a 15% increase in recycling in the first week of implementation. In the upcoming fiscal year, City staff will continue to promote and publicize the program, so that even more residents participate and become environmentally conscious.

**Water Resources** – In the upcoming fiscal year, the City is scheduled to begin construction of the Zero Liquid Discharge (ZLD) project at Water Treatment Plant #2. The ZLD project will eliminate the need to discharge concentrate to water bodies, increase plant efficiency, and make better use of our water resources.

**Goal 5  
Quality of Life** *To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events.*

The City’s numerous parks, trails, events and activities make our community truly a special place. In the upcoming year, City staff will continue to maintain and improve these facilities, along with looking for ways to help residents and visitors “Find *their* Florida” here in Palm Coast.

**Trails** – City staff developed the Pedestrian/Bicycle Master Plan with the project priorities set by City Council almost three years ago. City staff aggressively pursued grants to accomplish many of the projects and I am proud to say that the City now has approximately 125 miles of trails for residents to





enjoy. In the upcoming fiscal year, City staff will begin work on one of the few remaining sections, Seminole Woods Parkway, with the assistance of Community Development Block Grant funding.

**Special Events** – The City continues to expand the number and scope of events hosted at Central Park to provide residents additional opportunities for cultural and recreational events. In addition, these special events attract visitors and keep existing residents here on the weekends to spend their disposable income right here in Palm Coast. City staff will continue to work to expand these events to attract more visitors and provide residents an enjoyable experience.



**Goal 6  
Workforce  
Talent**

*To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities.*

The Strategic Action Plan adopted by City Council included a goal specifically focused on employee development, which represents a strong commitment to have a dedicated and skilled workforce. In the upcoming fiscal year, City staff will work towards this goal by continuing to develop our workforce and provide motivation, so that our employees are knowledgeable and provide excellent service to our citizens.

**LITE Team** – During the past fiscal year, we implemented a management development program for professional employees interested in developing their skills while taking challenges beyond primary roles and expertise. Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to work directly with the City Manager and other members of top management. The LITE teams will continue to finish important projects during the upcoming fiscal year and we plan on evaluating the program to determine its effectiveness and determine if other teams should be formed to tackle upcoming challenges.

Two teams were specifically formed to help address the City Council goal of providing personal development opportunities for City employees. One team, known as EAT, is developing and implementing a comprehensive training program for all City employees. Another team, known as BAM, is focusing on identifying, developing and implementing programs that would motivate City employees.

**Pay Plan Reinstated** – During the budgeting process, the City Council reinstated the pay plan that was suspended during the economic downturn. This commitment by City Council to keep our pay plan competitive will aid in retaining exceptional staff with significant institutional knowledge and ensure our investment in our employees continues to pay dividends of efficiency and effectiveness.

### LOOKING FORWARD

In closing, I am more encouraged than ever about the future of Palm Coast. This past fiscal year, City staff met the challenge of delivering quality services with less resources to do so, while maintaining citizen satisfaction, as reflected in the Annual Citizens Survey. Those citizens who had interacted with an

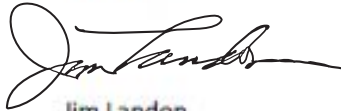


employee of the City of Palm Coast gave high marks to those employees and most rated their overall impression of employees as "excellent" or "good." In addition, of the 34 city services for which comparisons were available, 29 were above or similar to the national benchmark.

With a strong City Council vision, mission statement, and goals as our guide, along with exceptional employees to take on the challenges ahead and implement City Council's Strategic Action Plan, I have no doubt that in 2013 our community is poised for economic growth and prosperity. While our City will continue to face challenges related to funding improvements to our aging infrastructure, previous City Council decisions and direction have provided a stable foundation upon which to meet those challenges. And with motivated City employees, I am optimistic that we will continue to meet those challenges while maintaining high citizen satisfaction with City programs and services.

On behalf of all City employees, we look forward to a prosperous and successful 2013, as we continue to make Palm Coast, Florida's premier City in which to live, work, and play.

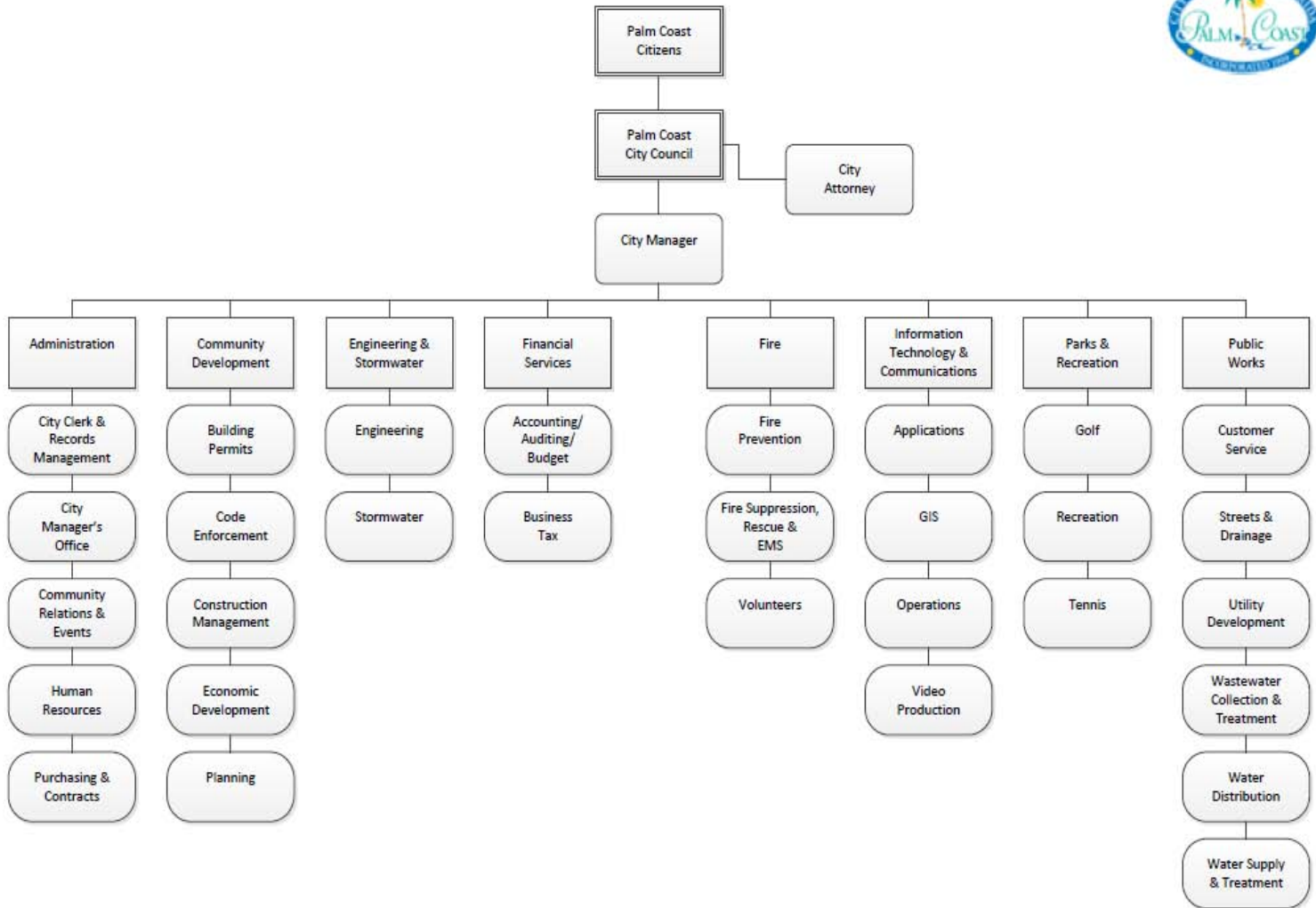
Sincerely,



Jim Landon  
City Manager



# Organizational Chart



**Please Note: Police protection is provided by contract with the Flagler County Sheriffs Office.**





# 2012-2013 Strategic Action Plan

## Implementing a Vision

Over the course of five (5) months, the City of Palm Coast City Council participated in an exhaustive planning exercise that consisted of interviews and workshop events to reaffirm a City-wide Mission, Values and Long-term Vision. During this process, City Council was provided a Leadership Guide tool that housed core planning elements to better assist with the Strategic Action Plan development process.

Leadership Guide Elements included, but were not limited to:

- ⇒ Core Values to the Strategic Action Plan Process
- ⇒ Five-Year Progress Report (2007-2012 Fiscal Years)
- ⇒ 2035 Comprehensive Plan Objectives and Policies
- ⇒ 2011 National Citizen Survey Report
- ⇒ 2023 Strategic Plan Goals and Objectives

Through City of Palm Coast City Council's direction, the Vision will be implemented through six (6) Long-term Goals and supporting Short-term Objectives and Strategies. In comparison to previous years, an additional tier of organization was established to bridge a closer relationship with implementing the Vision and Fiscal Year budgetary commitments. Through Approaches (Annual projects), City staff track activities, budget, performance and overall accountability of the pursuit of the City's Vision.



# 2012-2013 Strategic Action Plan

## Implementing a Vision

Goal	Objective	Strategy	Administration	Comm. Development	Eng. & Stormwater	Finance	Fire	IT&C	Parks & Rec	Public Works
		<b>Short-Term</b>	<b>Approach</b>							
<b>Goal 1: Expansion</b> To anticipate the need for additional services and infrastructure to provide opportunities for mixed use development with goods, services and employment	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement								
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
		<b>Short-Term</b>	<b>Approach Assignments</b>							
<b>Goal 2: Economic</b> To develop and maintain a strong economy by supporting the growth and development of new and existing businesses while creating an environment to attract new companies that align with our values	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date								
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact								
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reach broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										



# 2012-2013 Strategic Action Plan

## Implementing a Vision

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
			Approach Assignments							
<b>Goal 3: Finance</b> To leverage our financial strengths while insuring the City remains committed to fiscal responsibility in delivering value-added services to residents and businesses	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships								
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services								
	Establish system to continually evaluate and enhance financial controls	Create an anonymous reporting program to alert financial improprieties; annual evaluation and risk assessment to strengthen controls								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
			Approach Assignments							
<b>Goal 4: Environmental</b> To blend our residential and commercial properties with our "City of Parks and Trails" image to create a sustainable framework of visual appeal while caring for our land, water, air and wildlife	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water								
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements								
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program								
	Protect the environment through appropriate development strategies	Protect natural green spaces								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										

# 2012-2013 Strategic Action Plan

## Implementing a Vision

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
<b>Short-Term</b>			<b>Approach Assignments</b>							
<b>Goal 5: Quality of Life</b> To enhance the quality of life for our citizens by providing safe, affordable, and enjoyable options for cultural, educational, recreational, and leisure-time events	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities								
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training								
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
<b>Short-Term</b>			<b>Approach Assignments</b>							
<b>Goal 6: Workforce Talent</b> To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program								
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community								
	To enhance awareness of customer service relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide training program								
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										



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# *The Perfect Place to Live...*

Before 1969, land that would eventually become the City of Palm Coast was considered by some as nothing more than a “big pine-covered swamp.” But when the corporate eyes of ITT/Levitt looked upon the virtually uninhabited land, they saw 22,000 acres of golf courses, marinas, oceanfront motels, scenic drives, and house lots awaiting the arrival of sun-seeking “pioneers.” Marketing strategies targeting urban residents in the north and midwest offered slices of land cut out of miles of forests, and soon a 500-mile infrastructure of roads, utilities, and sewer lines bound Palm Coast to a future that included becoming the largest planned unit development in Florida history.

International Telephone and Telegraph Corporation (ITT) began as an international communications firm in the 1930s. It grew to become a multinational corporation by 1968 with an income estimated over \$7 billion. From the outset ITT provided the financial muscle to purchase large tracts of land and pay the enormous cost of constructing an infrastructure to create a huge development in rural Flagler County, Florida. The man in charge of the Palm Coast development from its inception until 1975 was Levitt and Son’s Dr. Norman Young whose marketing group planned and named this project.

In a February 1970 report to the Flagler Chamber, Dr. Young projected the completion of a sales/model center, a golf course, and homes for the residents by the end of the year. The first building erected, the Welcome Center, served as the hub for sales activities and was surrounded by pleasant walkways leading to a dozen model

homes. The 64-foot high observation tower provided panoramic views of the surrounding woods, lakes, streams, Intracoastal Waterway (ICW), and Atlantic Ocean. It presided over a golf course, model homes, canals, and early home construction that was to become the “core area” of Palm Coast.



At first there were no public roads. Earliest visitors came from Route A1A to a small dock on the east side of the ICW and proceeded by boat to the Welcome Center on the main canal. When the prospective buyers arrived, they were taken by elevator to the top of the tower. Much of the land was sold sight unseen from a platted map for as low as \$3,500 by the sales person, pointing away from the tower and saying, “It’s out there somewhere.”

The Welcome Center was the only public building in Palm Coast for almost two years after the earliest “pioneers” occupied their homes in January 1972. In later years the building, models, boat docks, and road access were updated. The center hosted a continuous stream of visitors and buyers who received their first look at an area being advertised as possibly “the perfect place to live.”



Much of the tremendous growth in Palm Coast through the early 1990s came from sales generated at the Welcome Center. It was sold after ITT left the community in 1995 and the building was torn down.

From their start in 1969 until ITT withdrew in 1995, the corporation essentially provided most of the services and leadership in Palm Coast. They had planned, built, and maintained a model environmental community. In a unique private/government relationship, ITT had financed Palm Coast's most necessary improvements. The interchange at I-95 and the Hammock Dunes bridge were funded at relatively unnoticeable cost to local taxpayers and the state. As ITT withdrew from the Palm Coast community in the years from 1994 to 1996, the void left by its departure was increasingly felt in the community.



The complicated and often contentious process of incorporation began. Flagler County

residents' opposition groups debated. The county authorized a feasibility study, the state legislative delegation sponsored incorporation, and the Florida state government approved the referendum.

On September 21, one week after Hurricane Floyd postponed the vote, more than 60% of the nearly 12,000 voters casting ballots in the referendum had opted to turn the unincorporated population center of Flagler County into a city. On December 31, 1999 residents of Palm Coast not only celebrated the end of a millennium and a century, but a new year and a new city.

The City of Palm Coast's population on January 1, 2000 is estimated at 29,360. The mayor, city council, and city manager all seemed to agree that this first year's emphasis should be on planning rather than forging ahead without giving sufficient thought to the complicated problems facing a new city.

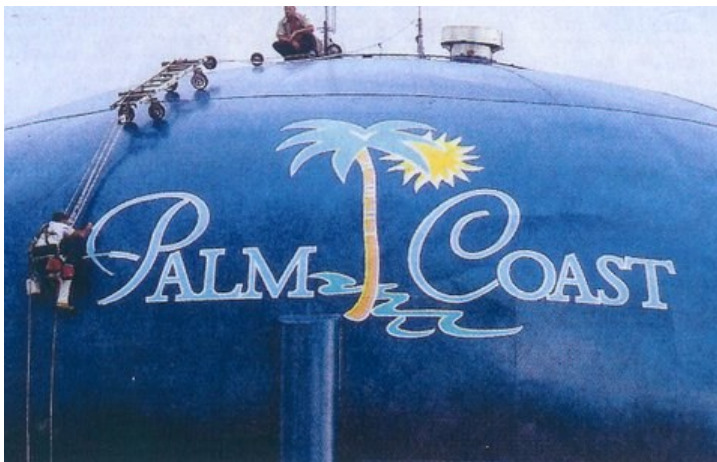
Originally, city business was done in two-and-a-half rooms of the present Community Center. In March, newly chosen city manager Richard Kelton arranged to rent office space at the former ITT headquarters building at One Corporate Drive. By May, the Flagler County Commission turned over the former county library to be renovated and used by the city as its first "permanent" city hall. A public opening celebration was held on October 26, 2000.

In 2001, providing residents with essential government services and promoting the community's economic growth were two major goals. As a result of joint meetings of Palm Coast City Council and Flagler County Commissioners,



the county turned over many parcels of land to the city benefiting fire, public works, recreation and parks, and the locating of new schools by the board of education. At the same time, the city began studying the acquisition of its water sources.

In future years, Palm Coast purchased their own water company, relocated their city hall after selling their building to bring in a new business and annexed 5,800 acres in the north-west corner of Flagler County near the St. John's County line. Most significant to the city's future was the approval of a large site for Town Center which would provide the city with 1 million feet of office space, 2 million feet of retail/commercial space, 750,000 feet of institutional buildings, a 2,400-seat movie theater, and 240 nursing home beds. City Council passage started the process of seeking approval of the massive DRI by state agencies.



By 2004, Palm Coast residents numbered 50,000 and its designation as a micropolitan city was announced.

By the end of 2005, Palm Coast was officially designated as the "fastest growing

micropolitan area" in the country by the United States Census Bureau. The population had more than doubled to over 64,500 in the six years since incorporation

In 2006, Cobblestone Village started construction, Palm Coast was named "Tree City USA" by the National Arbor Day Foundation, and a room was provided on the side of city hall for the Palm Coast Historical Society. The city saw an increase in the amount of commercial construction activity in 2006, especially in the new Town Center where Walgreens and Publix, the first retail stores, opened on the west side of the site. Town Center is to be the "heart of Palm Coast."

Wal-Mart had opened in Palm Coast in 1987 and upgraded to a supercenter thereafter and now a newly constructed four-lane road is prepared to accommodate a future second store. The grand opening of the Target Superstore in July 2008 provided a great stimulus to the shops at Town Center. The city had reason to celebrate its "dynamic decade" at their 10th anniversary.

Palm Coast started the year 2013 with approximately 76,450 residents. Newspapers have reported a 2% drop in the unemployment rate and home sales are reported to be at a seven-year high. In a general spirit of recovery, Palm Coast seems well suited to continue its well-paced continued growth that is the mark of a well-planned community. There are reasonably priced home sites in all sections of the city and the northwestern part has a huge acreage with infrastructure in place to accommodate commerce, industry, and new residents to join us in enjoying our way of life.

## **Following is a time line of the most significant openings and events of ITT Corporation**

1970 – Welcome Center opens.

1971 – First new road in Palm Coast opens and home construction begins. Palm Coast Golf Club (now Palm Harbor) opens first nine holes.

1972 – First residents move into homes on Casper Drive. Palm Coast Yacht Club (now a Centex project) opens.

1973 – First small business (Handy Way Convenience Center) opens.

1974 – Sheraton Palm Coast Inn on the ocean opens (later it becomes the site of the Hammock Dunes clubhouse). Palm Coast Flagler County High School, on ICDC-donated land, is built.

1975 – Palm Coast Service District is formed, the first step toward home rule. Alan Smolen replaces Dr. Norman Young as president of ICDC.

1976 – St. Mark by the Sea, the city's first church, opens. Palm Coast Fire District is created.

1977 – Decca Marine, the city's first industrial firm, opens.

1978 – A state-mandated Comprehensive Land Use Plan limits ITT to 42,000 acres of development and a maximum of 224,000 people.

1979 – Palm Harbor Shopping Center, anchored by Publix and Eckerd's, opens as does Belle Terre Swim and Racket Club.

1980 – Palm Coast Marina opens.

1981 – I-95 interchange opens.

1982 – Flagler County Humane Society opens animal shelter.

1983 – Flagler County Library opens in Palm Harbor Shopping Center; Daytona Beach Community College opens a branch campus on ICDC-donated land.

1984 – Hammock Dunes development approved.

1985 – Jim Gardner replaces Alan Smolen as ICDC president.

1986 – The Players Club, site of USTA-sponsored tennis tournaments, opens.

1987 – Remodeled Sheraton Resort replaces former Yacht Club. Wadsworth Elementary School opens.

1988 – Hammock Dunes toll bridge over ICW opens with big celebration.

1989 – ITT's Admiral Corporation builds Hammock Dunes and Island Estates.

1990 – Palm Coast population reaches 18,556.

1991 – Old King's Elementary School and Flagler Auditorium open.

1994 – ITT CEO states company is looking to sell off most of its Palm Coast assets.

1995 – I-95 intersection gets four lanes. Major selling of assets continues. Grand Haven construction begins.

1997 – Palm Coast Civic Association and Flagler County Citizens League combine to foster incorporation of a city to fill the void left by ITT.

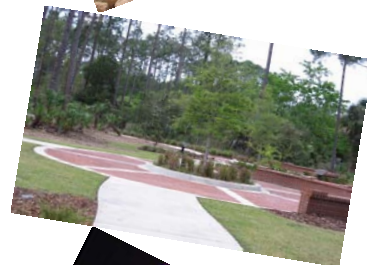
This short history represents the author's continuing love affair with the Palm Coast community. The people who pioneered Palm Coast formed a partnership with the developer, ITT, together overcoming frontier obstacles in a spirit of mutual respect, active participation and community cooperation. Each contributed to some phase of a rich full life in a beautiful environmental setting. This author believes that ITT was successful in its 25 years of building and managing a planned growth community. It is my hope that Palm Coast's present remarkable growth can be sustained and managed and that its people will continue their cooperative community spirit channeled toward an even richer fuller life in pursuit of "the perfect place to live."

Art Dycke, City Historian (Volunteer), Kay Stafford, Editor, THE PALM COAST HISTORIAN

# Our City, at a glance...

## STATISTICAL INFORMATION

INITIAL INCORPORATION:	December 31, 1999
FORM OF GOVERNMENT:	Council / Manager
CITY POPULATION:	76,450
AREA: Square Miles	81
LEISURE SERVICE FACILITIES:	
Community Centers	1
Swimming Pools	1
Baseball / Softball Fields	8
Basketball Courts	5
Bocce Ball Courts	3
Handball / Raquetball Courts	6
Shuffleboard Courts	2
Tennis Courts	17
Volleyball Courts (Sand)	2
Playgrounds	8
PUBLIC SAFETY:	
Fire Stations	5
Firefighters / Volunteers	57 / 27
Law Enforcement (Contract Service)	-
FACILITIES:	
Miles of Paved Streets	551
Miles of Unpaved Streets	0.5
Miles of Sidewalks, Walkways, and Bikepaths	91
Number of Street Lights	2,942
Number of Traffic Signals	52
Number of Public Buildings	100
CITY UTILITIES:	
Water Customers	37,401
Wastewater Customers	35,313
Solid Waste Customers	32,549
Stormwater Customers	50,104
SCHOOL ENROLLMENT: K-12	13,000





# Our City, at a glance... (continued)

## POPULATION STATISTICS

Fiscal Year Ended	Palm Coast Population	% Change During the Period	Flagler County Population	% Change During the Period
1999	30,767		45,818	
2000	32,732	6.39%	49,832	8.76%
2001	35,443	8.28%	53,061	6.48%
2002	38,348	8.20%	57,709	8.76%
2003	42,850	11.74%	61,618	6.77%
2004	50,484	17.82%	69,683	13.09%
2005	58,216	15.32%	78,617	12.82%
2006	67,832	16.52%	89,075	13.30%
2007	70,376	3.75%	93,568	5.04%
2008	74,590	5.99%	95,512	2.08%
2009	73,910	-0.91%	94,901	-0.64%
2010	74,067	0.21%	94,905	0.00%
2011	75,180	1.50%	95,361	0.48%
2012	76,450	1.69%	97,376	2.11%

## MILLAGE RATE COMPARISON

Jurisdiction	2011 Operating Millage	Rank (Low to High)	2012 Operating Millage	Rank (Low to High)
Beverly Beach	2.3	1	2.3	1
Bunnell	6.9506	6	6.9506	5
Flagler Beach	4.85	4	5.1244	4
Flagler County *	6.2232	5	7.08	6
Marineland	7.3823	7	9.3912	8
Ormond Beach **	4.2014	3	4.0132	2
<b>Palm Coast</b>	3.54	2	4.1502	3
St. Augustine	7.5	8	7.5	7

\* The millage rate for Flagler County is the General Fund millage, which is paid by all residents in Flagler County.

\*\* Includes debt service millage.



# Our City, at a glance... (continued)

## Quick Facts (this data provided by the US Census Bureau)

Population, 2011 estimate	76,499
Population, percent change, April 1, 2010 to July 1, 2011	1.80%
Persons under 5 years, percent, 2010	5.40%
Persons under 18 years, percent, 2010	21.40%
Persons 65 years and over, percent, 2010	23.00%
Female persons, percent, 2010	52.20%
White persons, percent, 2010 (a)	79.90%
Black persons, percent, 2010 (a)	12.70%
American Indian and Alaska Native persons, percent, 2010 (a)	0.30%
Asian persons, percent, 2010 (a)	2.50%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	0.10%
Persons of Hispanic or Latino origin, percent, 2010 (b)	10.00%
White persons not Hispanic, percent, 2010	72.80%
Living in same house 1 year & over, percent, 2007-2011	86.70%
Foreign born persons, percent, 2007-2011	15.30%
Language other than English spoken at home, percent age 5+, 2007-2011	17.40%
Veterans, 2007-2011	8,310
Mean travel time to work (minutes), workers age 16+, 2007-2011	24.8
Homeownership rate, 2007-2011	79.50%
Housing units in multi-unit structures, percent, 2007-2011	5.10%
Median value of owner-occupied housing units, 2007-2011	197,000
Households, 2007-2011	27,677
Persons per household, 2007-2011	2.65
Per capita money income in the past 12 months (2011 dollars), 2007-2011	22,929
Median household income, 2007-2011	48,594
Land area in square miles, 2010	90
Persons per square mile, 2010	837





# Our City, at a glance... (continued)

## Utility Rate Comparison

Jurisdiction	Water Charge		Wastewater Charge	
	Residential	Rank	Residential	Rank
	(4,000 gallons)	(Low to High)	(4,000 gallons)	(Low to High)
Bunnell	\$37.17	5	\$42.76	5
Flagler Beach	\$35.88	4	\$28.88	3
Flagler County	\$55.04	6	\$33.30	4
Ormond Beach	\$26.51	1	\$24.04	1
<b>Palm Coast</b>	<b>\$29.54</b>	<b>2</b>	<b>\$25.10</b>	<b>2</b>
St. Augustine	\$35.54	3	\$46.47	6

Jurisdiction	Solid Waste		Stormwater	
	Charge	Rank	Charge	Rank
	(Residential)	(Low to High)	(Residential)	(Low to High)
Bunnell	\$18.31	4	N/A	N/A
Flagler Beach	\$15.37	1	\$4.00	1
Flagler County	\$20.78	6	N/A	N/A
Ormond Beach	\$16.48	2	\$8.00	3
<b>Palm Coast</b>	<b>\$19.82</b>	<b>5</b>	<b>\$11.65</b>	<b>3</b>
St. Augustine	\$16.61	3	\$5.00	2





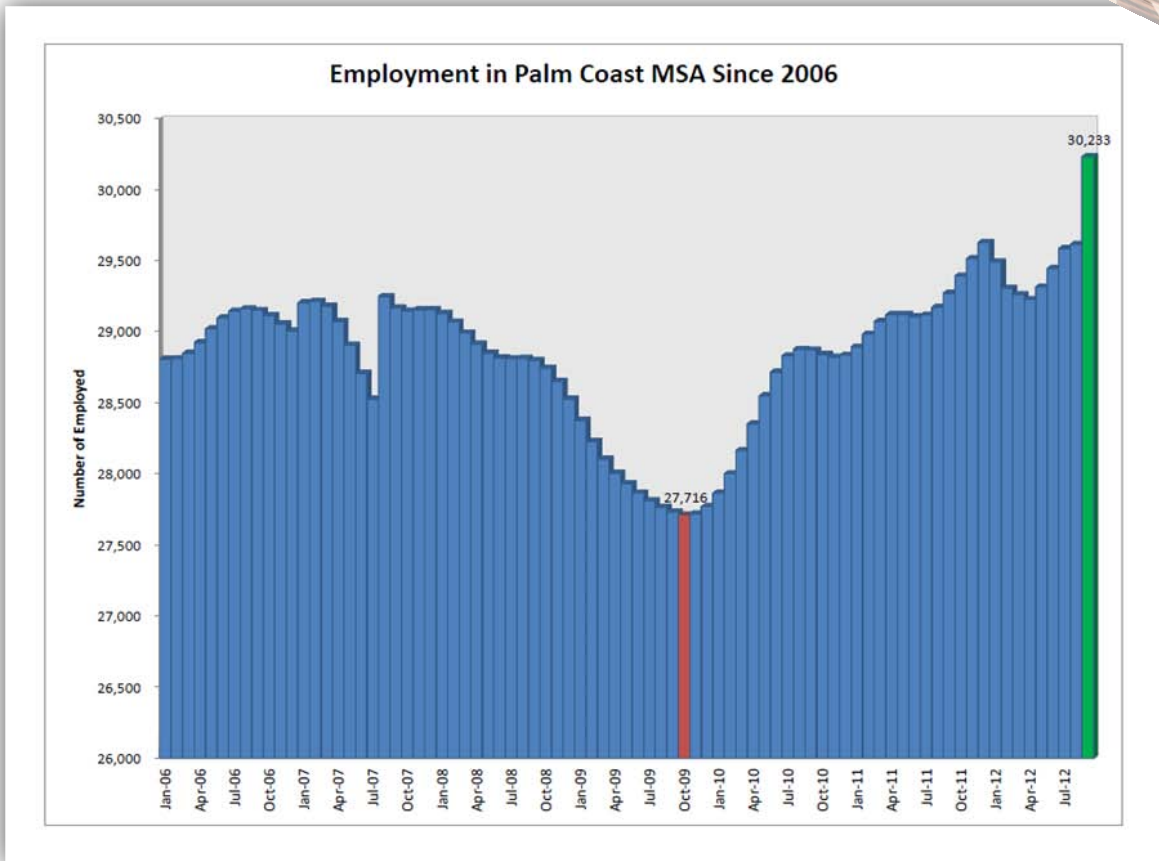
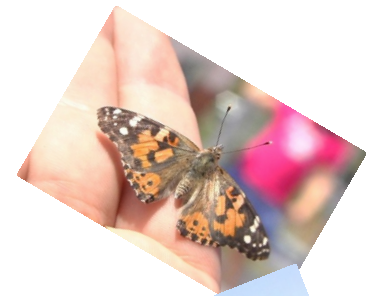
# Our City, at a glance... (continued)

## Employment Data

### Flagler County, Top 10 Employers

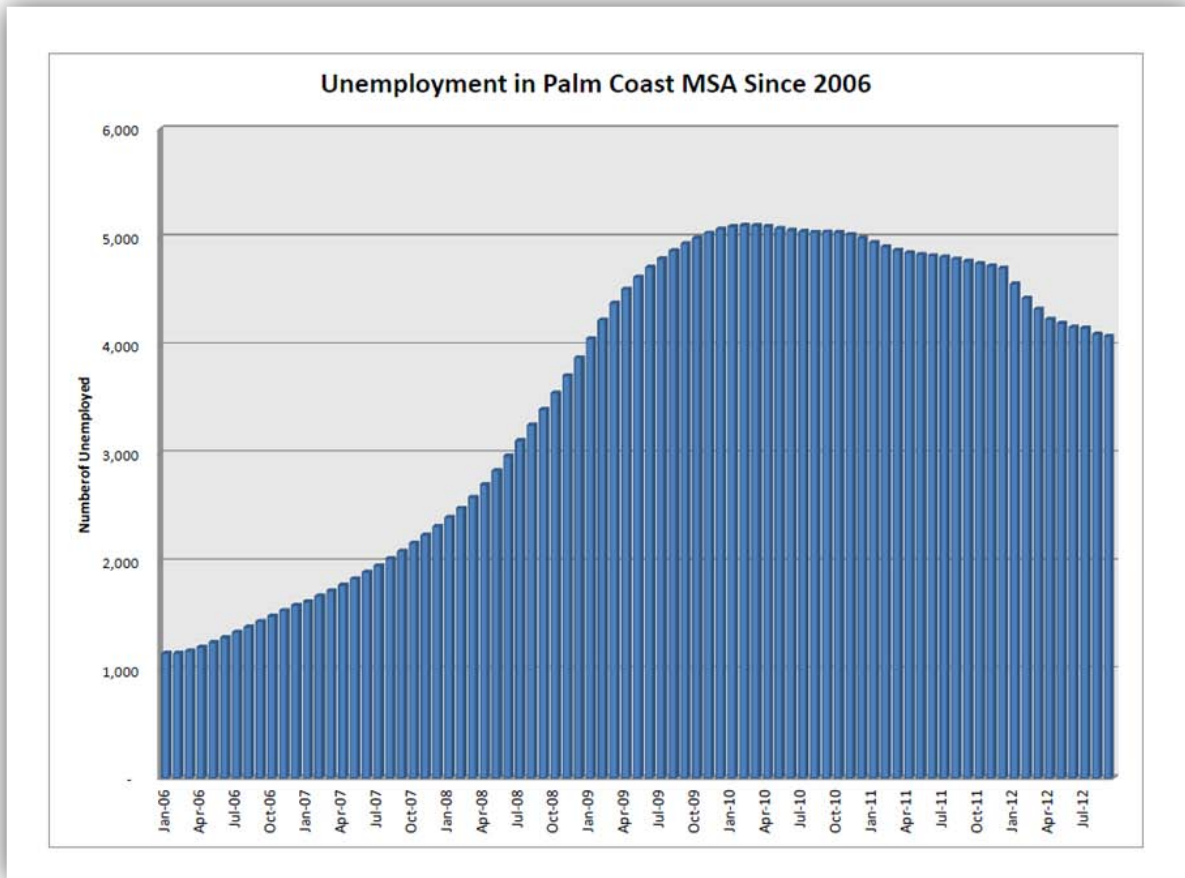
1. Flagler County Schools: 1,741
2. Palm Coast Data: 1,100
3. Florida Hospital Flagler: 900
4. Publix: 560
5. Hammock Beach Resort: 475
6. Wal-Mart: 425
7. City of Palm Coast: 386
8. Sea Ray Boats Inc.: 375
9. County of Flagler: 297
10. Flagler County Sheriff's Office: 264

SOURCE: Flagler County Chamber of Commerce



# Our City, at a glance... (continued)

## Employment Data



Our residents were not immune to the nationwide unemployment crisis that occurred over the last several years. However, records indicate that the unemployment rate for the City continues to decline significantly since it reached an all time high in 2009. We believe the commercial development in our area and the improving state-wide economy is having a positive effect on this rate for our area.



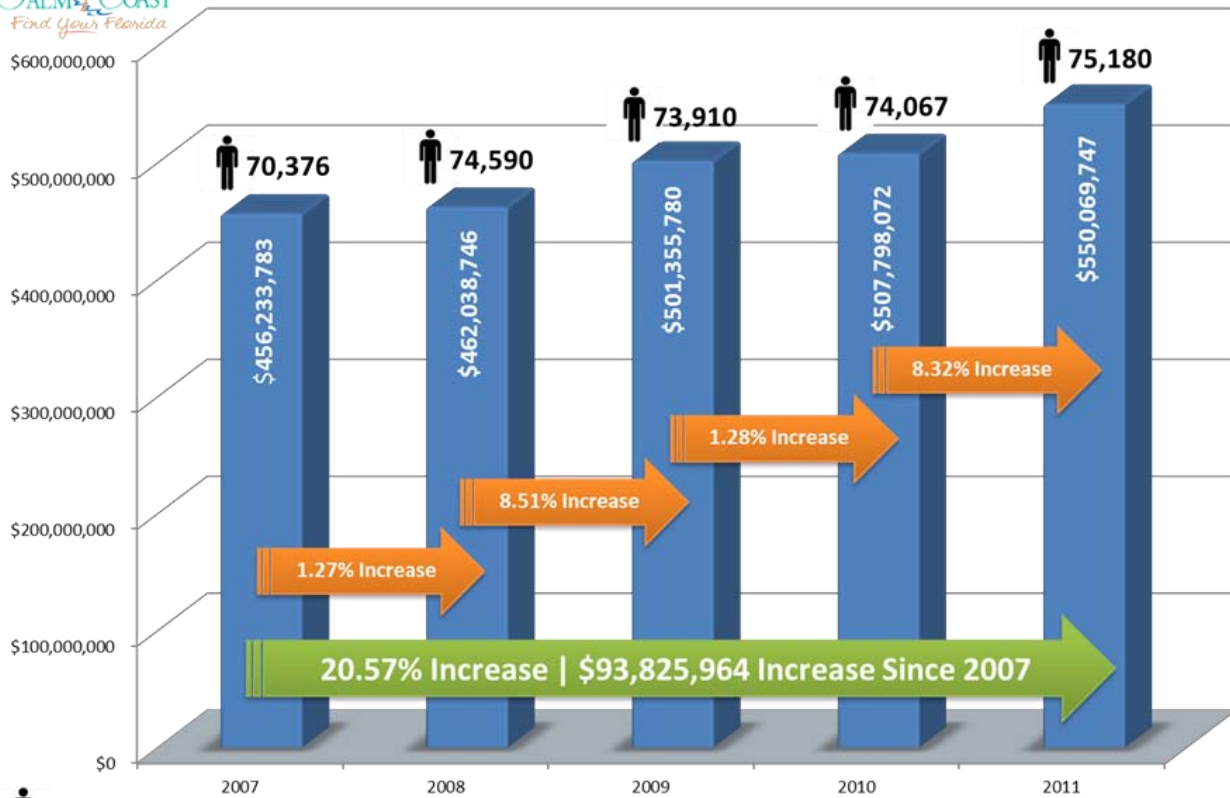
# Our City, at a glance... (continued)

## Principal Property Tax Payers

Owner Name	Total Taxable Value
FLORIDA POWER & LIGHT COMPANY	\$ 63,726,395.00
INLAND DIVERSIFIED PALM COAST	\$ 18,670,588.00
BELLSOUTH TELECOMMUNICATIONS I	\$ 14,017,204.00
INTEGRA WOODS LLC	\$ 13,181,928.00
BRIGHT HOUSE NETWORKS	\$ 11,703,121.00
FLORIDA LANDMARK COMMUNITIES	\$ 10,952,303.00
PALM COAST MEDICAL SPECIALISTS	\$ 10,889,829.00
WAL-MART STORES EAST LP	\$ 10,430,958.00
CELEBRITY RESORTS OF PALM	\$ 10,346,400.00
TARGET CORPORATION T-2364	\$ 9,800,000.00

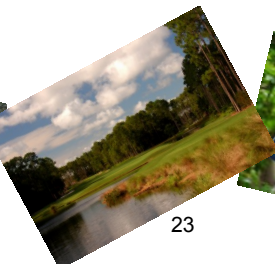


Taxable Sales in Palm Coast



Population

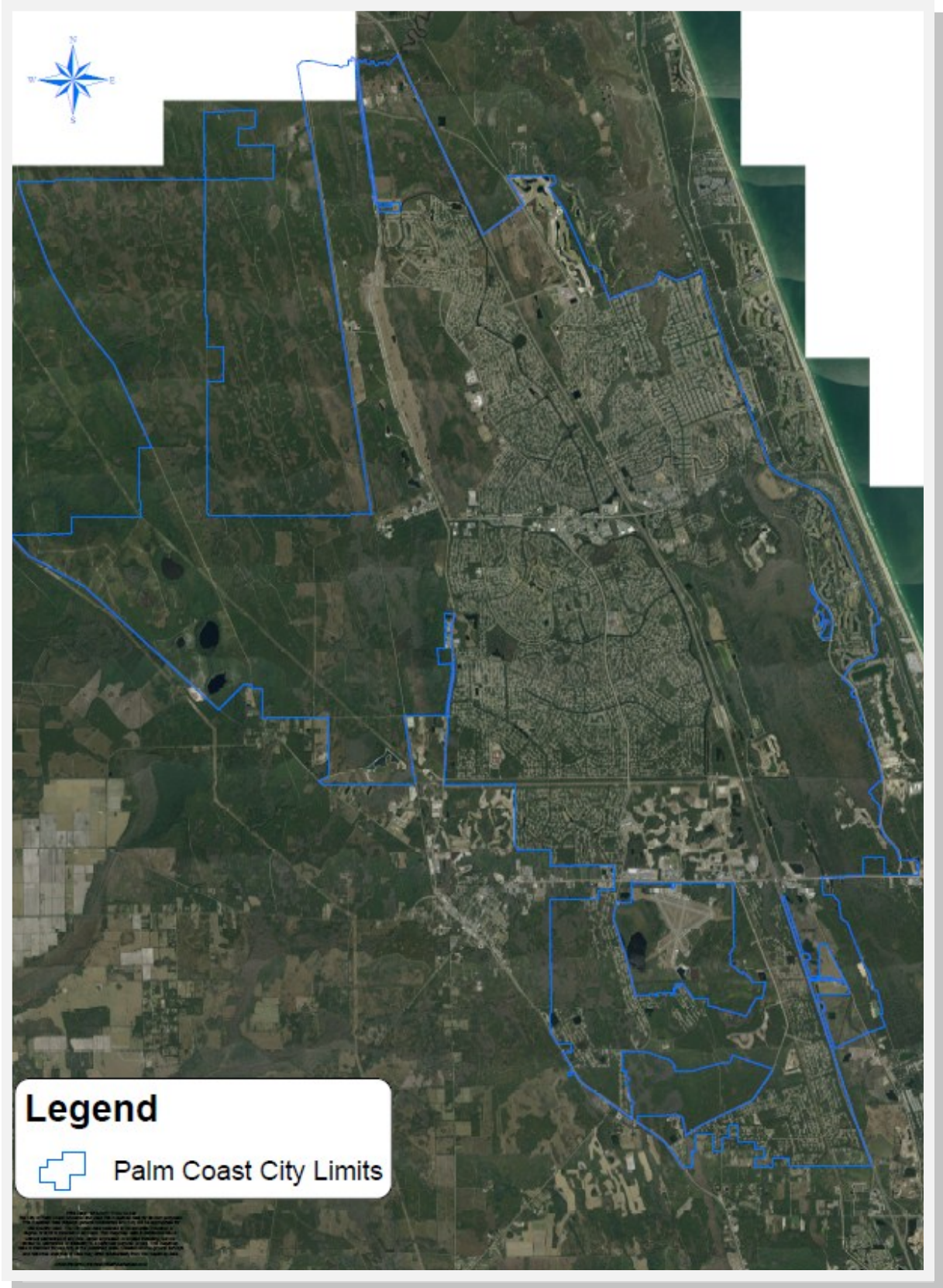
Source: Florida Department of Revenue





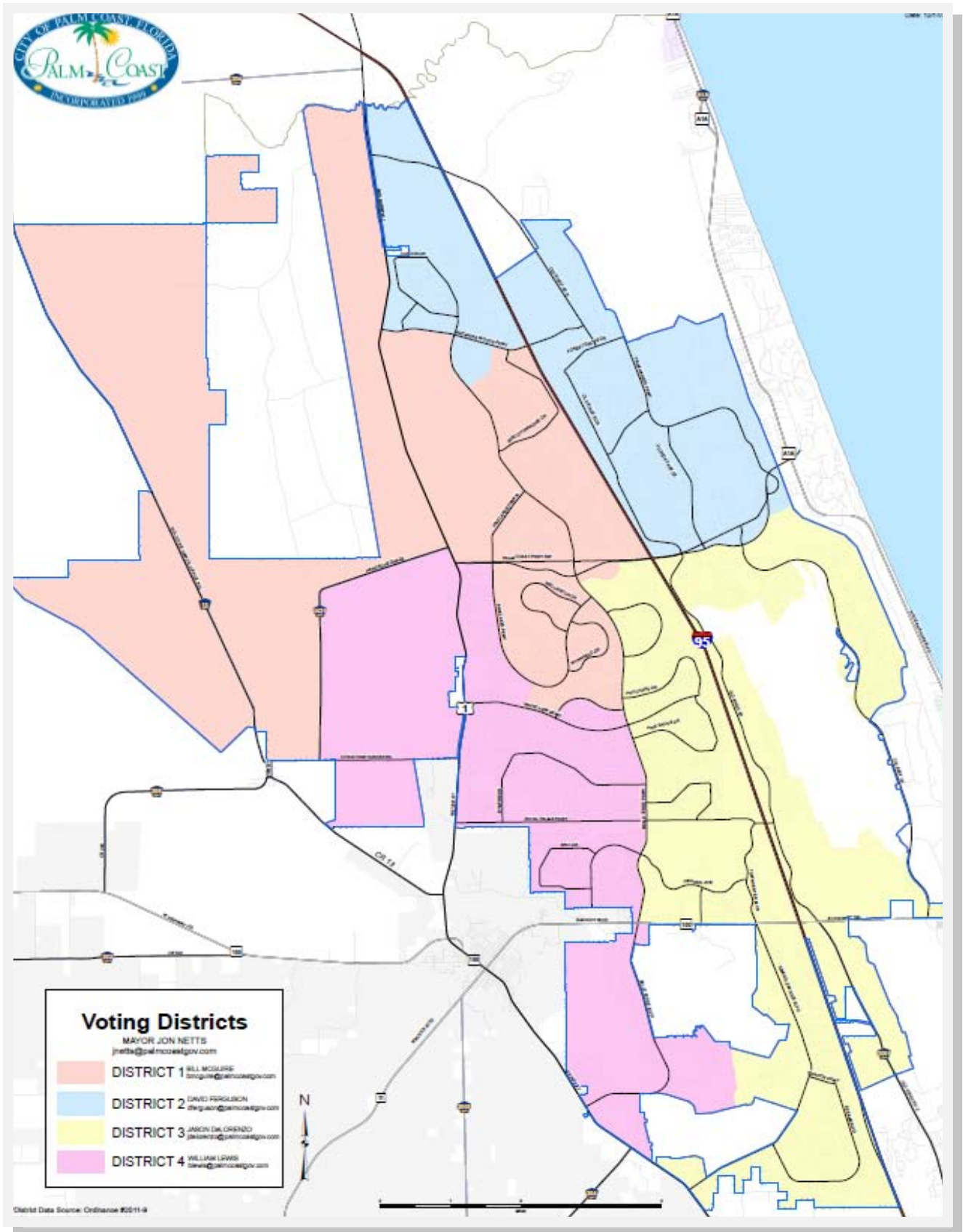
# Our City, at a glance... (continued)

## City Aerial map



# Our City, at a glance... (continued)

## Voting Districts





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# EXECUTIVE SUMMARY

*Find Your Florida*



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# Financial Policies

The City Council has taken a conservative approach to the finances of the City while providing for the protection of the health, safety, and welfare of the citizens of Palm Coast through a full range of efficient and effective municipal services. Within the City Council's overall vision for the City, two primary financial policies have been established. The first is to ensure the long term financial viability of the City and the second is to diversify and strengthen the City's economy.

## Financial Planning

The City will adopt a balanced budget as required by Florida Statute, Chapter 166. The budget is balanced when the amount available from taxation and other sources, including amounts carried over from prior fiscal years, equals the total appropriations for expenditures and reserves.

## Revenue

User fees and charges will be sufficient to cover the cost of providing the service for which the fee is charged. Recreation and park fees are not intended to cover the full cost of services. These services will be supplemented so that all citizens have the opportunity to utilize these activities and resources regardless of economic condition.

The City will use one-time revenues for non-recurring expenditures. One-time revenues would include grants, prior year surplus, or other revenues that are not likely to occur in future years. Non-recurring expenditures would include special programs or capital purchases that would not require the same expenditure in future years.

## Expenditure

The City will issue debt only for capital expenditures. The term of the debt will not be for a period longer than the expected life of the

asset. Debt for a period longer than three years or more than \$15 million may not be issued without voter consent unless the debt is funded.

The City will maintain reserves of at least fifteen percent in its four operating funds.

The City Council will receive a monthly comparison of actual expenditures to budget. The City Manager will recommend any adjustments to the budget that may be required during the year.

## Fund Balance

The General Fund Unassigned fund balance, at year end, will be between ten percent and twenty percent of the following year's budgeted expenditures. Unassigned fund balance over twenty percent may be transferred to the Disaster Reserve Fund, if necessary to meet the fund balance goal, or to the Capital Projects Fund. If the Unassigned fund balance is below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenditures to return the Unassigned fund balance to ten percent or greater within three years. If economic conditions cause a temporary loss of revenue, the unassigned fund balance may be used to help alleviate the effects of the loss of revenue. If the unassigned fund balance exceeds ten percent of the following year's budgeted General Fund expenditures, up to 50% of the amount over the ten percent minimum may be used to offset the shortfall. At no time should the adjusted unassigned fund balance be used to offset a structural deficit since these types of deficiencies are considered to be permanent.

The Utility Fund Unrestricted net assets, at year end, will be between ten percent and twenty percent of the following year's budgeted



# Financial Policies (continued)

expenses. Unrestricted net assets over twenty percent will be assigned to a rate stabilization fund or transferred to the Utility Capital Projects Fund for utility system renewal and replacement. If the Unrestricted net assets are below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Stormwater Fund Unrestricted net assets, at year end, will be between ten percent and twenty percent of the following year's budgeted expenses excluding capital expenditures. Unrestricted net assets over twenty percent will be assigned for future system capital projects. If the Unrestricted net assets are below ten percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Solid Waste Fund Unrestricted net assets, at year end, will be between five percent and ten percent of the following year's budgeted operating expenses. Unrestricted net assets over ten percent will be assigned to a rate stabilization fund. If the Unrestricted net assets are below five percent at year end, a plan must be developed using increased revenues or a reduction in expenses to return the Unrestricted net assets to five percent or greater within three years.

The Tennis Center Fund and the Golf Course Fund Unrestricted net assets, at year end, will be between five percent and ten percent of the following year's budgeted operating expenses. Unrestricted net assets over ten percent will be assigned for future capital projects including renewal and replacements. If the Unrestricted net assets are below five percent at year end, a plan must be developed using increased

revenues or a reduction in expenses to return the Unrestricted net assets to ten percent or greater within three years.

The Disaster Reserve committed fund balance, at year end, will be at least two one hundredths percent (0.02%) of the just value of all property in the City on July 1 of that year. If the Disaster Reserve is below the minimum amount at year end, a transfer should be made from the General Fund in an amount sufficient to increase the fund balance above the minimum amount, within two years. The Disaster Reserve can be used to address unanticipated expenditures arising out of a hurricane, tornado, other major weather related events, and/or other massive infrastructure failures or other disasters, whether man-made or caused by nature, using emergency procedures as provided for in the City's Purchasing Policy.

All other funds, including Special Revenue Funds, Capital Project Funds, and Internal Service Funds do not have a fund balance requirement. Fund balances in these funds are dictated by revenue sources and a schedule of capital projects.

**All financial policies have been presented to and adopted by City Council via resolution.**

# Financial Policies (continued)

## INVESTMENT POLICY

### I. PURPOSE

The purpose of this policy is to set forth the investment objectives and parameters for the management of the funds of the City of Palm Coast, (hereinafter "City"). These policies are designed to ensure the prudent management of public funds, the availability of operating and capital funds when needed, and an investment return competitive with comparable funds and financial market indices.

### II. SCOPE

In accordance with Section 218.415, Florida Statutes, this investment policy applies to all cash and investments held or controlled by the City and shall be identified as "general operating funds" of the City with the exception of the City's Pension Funds and funds related to the issuance of debt where there are other existing policies or indentures in effect for such funds. Additionally, any future revenues, which have statutory investment requirements conflicting with this Investment Policy and funds held by state agencies (e.g., Department of Revenue), are not subject to the provisions of this policy.

### III. INVESTMENT OBJECTIVES

#### Safety of Principal

The foremost objective of this investment program is the safety of the principal of those funds within the portfolios. Investment transactions shall seek to keep capital losses at a minimum, whether they are from securities defaults or erosion of market value. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

From time to time, securities may be traded for other similar securities to improve yield, maturity or credit risk. For these transactions, a loss may be incurred for accounting purposes to achieve optimal investment return, provided any of the following occurs with respect to the replacement security:

- A. The yield has been increased, or
- B. The maturity has been reduced or lengthened, or
- C. The quality of the investment has been improved.

#### Maintenance of Liquidity

The portfolios shall be managed in such a manner that funds are available to meet reasonably anticipated cash flow requirements in an orderly manner. Periodical cash flow analyses will be completed in order to ensure that the portfolios are positioned to provide sufficient liquidity.

#### Return on Investment

Investment portfolios shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

# Financial Policies (continued)

## IV. DELEGATION OF AUTHORITY

In accordance with the City's Charter, the responsibility for providing oversight and direction in regard to the management of the investment program resides with the City Manager. The management responsibility for all City funds in the investment program and investment transactions is delegated to the City's Finance Director. The Finance Director shall establish written procedures for the operation of the investment portfolio and a system of internal accounting and daily procedures for investment trades and to regulate the activities of employees.

## V. STANDARDS OF PRUDENCE

The standard of prudence to be used by investment officials shall be the "Prudent Person" standard and shall be applied in the context of managing the overall investment program. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectation are reported to the City Council in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "Prudent Person" rule states the following:

Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment.

While the standard of prudence to be used by investment officials who are officers or employees is the "Prudent Person" standard,

any person or firm hired or retained to invest, monitor, or advise concerning these assets shall be held to the higher standard of "Prudent Expert". The standard shall be that in investing and reinvesting moneys and in acquiring, retaining, managing, and disposing of investments of these funds, the contractor shall exercise: the judgment, care, skill, prudence, and diligence under the circumstances then prevailing, which persons of prudence, discretion, and intelligence, acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims by diversifying the investments of the funds, so as to minimize the risk, considering the probable income as well as the probable safety of their capital.

## VI. ETHICS AND CONFLICTS OF INTEREST

Employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Also, employees involved in the investment process shall disclose to the City Clerk, in accordance with the appropriate state statutes governing conflicts of interest, any material financial interests in financial institutions that conduct business with the City, and they shall further disclose any material personal financial/investment positions that could be related to the performance of the City's investment program.

The maturities of the underlying securities of a repurchase agreement will follow the requirements of the Master Repurchase Agreement (see page 25 of Attachment A).



# Financial Policies (continued)

## VII. INTERNAL CONTROLS AND INVESTMENT PROCEDURES

The Finance Director shall establish a system of internal controls and operational procedures that are in writing and made a part of the City's operational procedures. The internal controls should be designed to prevent losses of funds, which might arise from fraud, employee error, and misrepresentation, by third parties, or imprudent actions by employees. The written procedures should include reference to safekeeping, repurchase agreements, separation of transaction authority from accounting and record keeping, wire transfer agreements, banking service contracts, collateral/depository agreements, and "delivery vs. payment" procedures. No person may engage in an investment transaction except as authorized under the terms of this policy.

Independent auditors as a normal part of the annual financial audit for the City shall conduct a review of the system of internal controls to ensure compliance with policies and procedures.

## VIII. CONTINUING EDUCATION

The Finance Director and appropriate staff shall annually complete a minimum 8 hours of continuing education in subjects or courses of study related to investment practices and products.

## IX. AUTHORIZED INVESTMENT INSTITUTIONS AND DEALERS

Authorized City staff and Investment Advisors shall only purchase securities from financial institutions, which are Qualified Institutions by the City or institutions designated as "Primary Securities Dealers" by the Federal Reserve Bank of New York. Authorized City staff and Investment Advisors shall only enter into repurchase agreements with financial institutions that are Qualified Institutions and

Primary Securities Dealers as designated by the Federal Reserve Bank of New York. The City's Investment Advisor(s) shall utilize and maintain a list of approved primary and non-primary securities dealers. The Finance Director and/or designee shall maintain a list of financial institutions and broker/dealers that are approved for investment purposes and only firms meeting the following requirements will be eligible to serve as Qualified Institutions:

1. regional dealers that qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule);
2. Capital of no less than \$10,000,000;
3. registered as a dealer under the Securities Exchange Act of 1934;
4. member of the National Association of Dealers (NASD);
5. registered to sell securities in Florida; and
6. the firm and assigned broker have been engaged in the business of effecting transactions in U.S. government and agency obligations for at least five (5) consecutive years.
7. Public Depositories qualified by the Treasurer of the State of Florida, in accordance with Chapter 280, Florida Statutes.

All brokers, dealers and other financial institutions deemed to be Qualified Institutions shall be provided with current copies of the City's Investment Policy. A current audited financial statement is required to be on file for each financial institution and broker/dealer with which the City transacts business.

# Financial Policies (continued)

## X. MATURITY AND LIQUIDITY REQUIREMENTS

To the extent possible, an attempt will be made to match investment maturities with known cash needs and anticipated cash flow requirements. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.

Investments of bond reserves, construction funds, and other non-operating funds (“core funds”) shall have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years.

From time to time the above parameters may require modification in order to meet specific construction draw schedules or other predetermined operating, capital needs or to satisfy debt obligations but in no event shall exceed thirty (30) years.

## XI. COMPETITIVE SELECTION OF INVESTMENT INSTRUMENTS

After the Finance Director has determined the approximate maturity date based on cash flow needs and market conditions and has analyzed and selected one or more optimal types of investments, a minimum of three (3) Qualified Institutions and/or Primary Dealers must be contacted by the Investment Advisor and asked to provide bids/offers on securities in questions. Bids will be held in confidence until the bid deemed to best meet the investment objectives is determined and selected.

However, if obtaining bids/offers are not feasible and appropriate, securities may be purchased utilizing the comparison to current market price method on an exception basis. Acceptable current market price providers include, but are not limited to:

### A. Telerate Information System

### B. Bloomberg Information Systems

### C. Wall Street Journal or a comparable nationally recognized financial publication providing daily market pricing

Daily market pricing provided by the City’s custodian or their correspondent institutions

The Investment Advisor shall utilize the competitive bid process to select the securities to be purchased or sold. Selection by comparison to a current market price, as indicated above, shall only be utilized when, in judgment of the Investment Advisor and/or the Finance Director, competitive bidding would inhibit the selection process.

Examples of when the City may use this method include:

1. When time constraints due to unusual circumstances preclude the use of the competitive bidding process
2. When no active market exists for the issue being traded due to the age or depth of the issue
3. When a security is unique to a single dealer, for example, a private placement
4. When the transaction involves new issues or issues in the “when issued” market

Overnight sweep investments or repurchase agreements will not be bid, but may be placed with the City’s depository bank relating to the demand account for which the sweep investments or repurchase agreement was purchased.

# Financial Policies (continued)

## XII. AUTHORIZED INVESTMENTS AND PORTFOLIO COMPOSITION

Investments should be made subject to the cash flow needs and such cash flows are subject to revisions as market conditions and the City's needs change. However, when the invested funds are needed in whole or in part for the purpose originally intended or for more optimal investments, the Finance Director or designee may sell the investment at the then-prevailing market price and place the proceeds into the proper account at the City's custodian.

The following are the investment requirements and allocation limits on security

types, issuers, and maturities as established by the City. The Finance Director or designee shall have the option to further restrict investment percentages from time to time based on market conditions, risk and diversification investment strategies. The percentage allocations requirements for investment types and issuers are calculated based on the original cost of each investment. Investments not listed in this policy are prohibited.

The allocation limits and security types do not apply to the investment of debt proceeds. These investments shall be governed by the debt covenant included in the debt instrument.

<b>Authorized Investment- Sector Type</b>	<b>Maximum Allocation</b>	<b>Individual Issuer Limit</b>
Florida PRIME Fund	25%	N/A
United States Government Securities	100%	N/A
United States Government Agencies	75%	50%
Federal Instrumentalities (United States Government Sponsored Enterprises "GSE")	80%	40%
Mortgage Backed Securities "MBS"	20%	15%
Interest Bearing Time Deposit or Savings Accounts	25%	15%
Repurchase Agreements	50%	25%
Commercial Paper	30%	10%
Corporate Notes	15%	5%
Bankers' Acceptances	30%	10%
State and/or Local Government Taxable and/or Tax-Exempt Debt	20%	5%
Registered Investment Companies (Money Market Mutual Funds)	50%	25%
Intergovernmental Investment Pools	25%	N/A



# Financial Policies (continued)

## A. Florida PRIME

### 1. Investment Authorization

The Finance Director may invest in Florida PRIME.

### 2. Portfolio Composition

A maximum of 25% of available funds may be invested in Florida PRIME.

3. Florida PRIME shall be rated “AAAm” by Standard & Poor’s or the equivalent by another Nationally Recognized Statistical Rating Organization (“NRSRO”) and the published objectives of the fund must agree with the Securities and Exchange Commission investment requirement for 2a-7.

### 4. Due Diligence Requirements

A thorough investigation of Florida PRIME or any money market fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. A current prospectus must be obtained and/or current pool documents and portfolio reports.

## B. United States Government Securities

### 1. Purchase Authorization

The Finance Director may invest in direct negotiable obligations, or obligations the principal and interest of which are unconditionally guaranteed by the United

States Government.

Such securities will include, but not be limited to the following:

- Cash Management Bills
- Treasury Securities – State and Local Government Series (“SLGS”)
- Treasury Bills
- Treasury Notes
- Treasury Bonds
- Treasury Strips

### 2. Portfolio Composition

A maximum of 100% of available funds may be invested in the United States Government Securities.

### 3. Maturity Limitations

The maximum length to maturity of any direct investment in the United States Government Securities is ten (10) years from the date of purchase.

## C. United States Government Agencies

### 1. Purchase Authorization

The Finance Director may invest in bonds, debentures, notes or callable issued or guaranteed by the United States Governments agencies, provided such obligations are backed by the full faith and credit of the United States Government.

# Financial Policies (continued)

Such securities will include, but not be limited to the following:

- Government National Mortgage Association (GNMA)
- GNMA guaranteed mortgage-backed bonds
- GNMA guaranteed pass-through obligations
- United States Export – Import Bank
- Direct obligations or fully guaranteed certificates of beneficial ownership
- Farmer Home Administration
- Certificates of beneficial ownership
- Federal Financing Bank
- Discount notes, notes and bonds
- Federal Housing Administration Debentures
- General Services Administration
- United States Maritime Administration Guaranteed
- Title XI Financing
- New Communities Debentures
- United States Government guaranteed debentures
- United States Public Housing Notes and Bonds
- United States Government guaranteed public housing notes and bonds
- United States Department of Housing and Urban Development
- Project notes and local authority bonds

## 2. Portfolio Composition

A maximum of 75% of available funds may be invested in United States Government agencies.

## 3. Limits on Individual Issuers

A maximum of 50% of available funds may be invested in individual United States Government agencies.

## 4. Maturity Limitations

The maximum length to maturity for an investment in any United States Government agency security is ten (10) years from the date of purchase.

## **D. Federal Instrumentalities (United States Government Sponsored Enterprises (“GSE”))**

### 1. Purchase Authorization

The Finance Director may invest in bonds, debentures or notes which may be subject to call, issued or guaranteed as to principal and interest by United States Government Sponsored Enterprises (Federal Instrumentalities) which are non-full faith and credit agencies limited to the following:

- Federal Farm Credit Bank (FFCB)
- Federal Home Loan Bank or its district banks (FHLB)
- Federal National Mortgage Association (FNMA)
- Federal Home Loan Mortgage Corporation (Freddie-Macs)

### 2. Portfolio Composition

A maximum of 80% of available funds may be invested in Federal Instrumentalities. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.

# Financial Policies (continued)

## 3. Limits on Individual Issuers

A maximum of 40% of available funds may be invested in any "GSE".

## 4. Maturity Limitations

The maximum length to maturity for an investment in any Federal Instrumentality security is ten (10) years from the date of purchase.

## E. Mortgage-Backed Securities ("MBS")

### 1. Purchase Authorization

Mortgage-backed securities ("MBS") which are based on mortgages that are guaranteed by a government agency or GSE for payment of principal and a guarantee of timely payment.

### 2. Portfolio Composition

A maximum of 20% of available funds may be invested in MBS. The combined total of available funds invested in Federal Instrumentalities and Mortgage Backed Securities cannot be more than 80%.

### 3. Limits on Individual Issuers

A maximum of 15% of available funds may be invested with any one issuer. The maximum percentage invested in securities of any one issuer is inclusive of mortgage backed securities of same issuer.

### 4. Maturity Limitations

A maximum length to maturity for an investment in any MBS is seven (7) years from the date of purchase.

The maturity of mortgage securities shall be considered the date corresponding to its

average life. This date reflects the point at which an investor will have received back half of the original principal (face) amount. The average life may be different from the stated legal maturity included in a security's description

## F. Interest Bearing Time Deposit or Saving Accounts

### 1. Purchase Authorization

The Finance Director may invest in non-negotiable interest bearing time certificates of deposit or savings accounts in banks organized under the laws of this state and in national banks organized under the laws of the United States and doing business and situated in the State of Florida. Additionally, the bank shall not be listed with any recognized credit watch information service.

### 2. Portfolio Composition

A maximum of 25% of available funds may be invested in non-negotiable interest bearing time certificates of deposit.

### 3. Limits on Individual Issuers

A maximum of 15% of available funds may be deposited with any one issuer.

The maximum maturity on any certificate shall be no greater than one (1) year from the date of purchase.



# Financial Policies (continued)

## G. Repurchase Agreements

### 1. Purchase Authorization

- A. The Finance Director may invest in repurchase agreements composed of only those investments based on the requirements set forth by the City's Master Repurchase Agreement. All firms are required to sign the Master Repurchase Agreement prior to the execution of a repurchase agreement transaction.
- B. A third party custodian with whom the City has a current custodial agreement shall hold the collateral for all repurchase agreements with a term longer than one (1) business day. A clearly marked receipt that shows evidence of ownership must be supplied to the Finance Director and retained.
- C. Securities authorized for collateral are negotiable direct obligations of the United States Government, Government Agencies, and Federal Instrumentalities with maturities under five (5) years and must have a market value for the principal and accrued interest of 102 percent of the value and for the term of the repurchase agreement. Immaterial short-term deviations from 102 percent requirement are permissible only upon the approval of the Finance Director.

### 2. Portfolio Composition

A maximum of 50% of available funds may be invested in repurchase agreements excluding one (1) business day agreements and overnight sweep agreements.

### 3. Limits on Individual Issuers

A maximum of 25% of available funds may be invested with any one institution.

### 4. Limits on Maturities

The maximum length to maturity of any repurchase agreement is 90 days from the date of purchase.

## H. Commercial Paper

### 1. Purchase Authorization

The Finance Director may invest in commercial paper of any United States company that is rated, at the time or purchase, "Prime-1" by Moody's and "A-1" by Standard & Poor's (prime commercial paper).

### 2. Portfolio Composition

A maximum of 30% of available funds may be directly invested in prime commercial paper.

### 3. Limits on Individual Issuers

A maximum of 10% of available funds may be invested with any one issuer.

### 4. Maturity Limitations

The maximum length to maturity for prime commercial paper shall be 270 days from the date of purchase.

## I. High Grade Corporate Notes

### 1. Purchase Authorization

The Finance Director may invest in corporate notes issued by corporations organized and operating within the United States or by depository institutions licensed by the United States that have a long term debt rating, at the time of purchase, at a minimum within the single "A" category by any two NRSROs

# Financial Policies (continued)

## 2. Portfolio Composition

A maximum of 15% of available funds may be directly invested in corporate notes.

## 3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.

## 4. Maturity Limitations

The maximum length to maturity for corporate notes shall be five (5) years from the date of purchase.

## J. Bankers' acceptances

### 1. Purchase Authorization

The Finance Director may invest in Bankers' acceptances issued by a domestic bank or a federally chartered domestic office of a foreign bank, which are eligible for purchase by the Federal Reserve System, at the time of purchase, the short-term paper is rated, at a minimum, "P-1" by Moody's Investors Services and "A-1" Standard & Poor's. Additionally, the bank shall not be listed with any recognized credit watch information service.

### 2. Portfolio Composition

A maximum of 30% of available funds may be directly invested in Bankers' acceptances

### 3. Limits on Individual Issuers

A maximum of 10% of available funds may be invested with any one issuer.

### 4. Maturity Limitations

The maximum length to maturity for Bankers' acceptances shall be 180 days from the date of purchase.

## K. State and/or Local Government Taxable and/or Tax-Exempt Debt

### 1. Purchase Authorization

The Finance Director may invest in state and/or local government taxable and/or tax-exempt debt, general obligation and/or revenue bonds, rated at the time of purchase, at a minimum within the single "A" category by any two NRSROs, for long-term debt, or rated at least "MIG-2" by Moody's and "SP-2" by Standard & Poor's for short-term debt.

### 2. Portfolio Composition

A maximum of 20% of available funds may be invested in taxable and tax-exempt debts.

### 3. Limits on Individual Issuers

A maximum of 5% of available funds may be invested with any one issuer.

### 4. Maturity Limitations

A maximum length to maturity for an investment in any state or local government debt security is five (5) years from the date of purchase.

## L. Registered Investment Companies (Mutual Funds)

### 1. Investment Authorization

The Finance Director may invest in shares in open-end and no-load fixed-income securities mutual funds provided such funds are registered under the Federal Investment Company Act of 1940 and invest in securities permitted by this policy.

# Financial Policies (continued)

## 2. Portfolio Composition

A maximum of 50% of available funds may be invested in mutual funds excluding one (1) business day overnight sweep agreements.

## 3. Limits of Individual Issuers

A maximum of 25% of available funds may be invested with any one mutual fund.

## 4. Rating Requirements

The money market mutual funds shall be rated “AAAm” or better by Standard & Poor’s, or the equivalent by another NRSRO.

## 5. Due Diligence Requirements

A thorough investigation of any money market mutual fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. . A current prospectus must be obtained.

## M. Intergovernmental Investment Pool

### 1. Investment Authorization

The Finance Director may invest in intergovernmental investment pools that are authorized pursuant to the Florida Interlocal Cooperation Act, as provided in Section 163.01, Florida Statutes and provided that said funds contain no derivatives.

### 2. Portfolio Composition

A maximum of 25% of available funds may be invested in intergovernmental investment pools.

## 3. Rating Requirement

The investment pool shall be rated “AAAm” by Standard & Poor’s or the equivalent by another NRSRO.

## 4. Due Diligence Requirements

A thorough review of any investment pool/fund is required prior to investing, and on a continual basis. The Finance Director will utilize the questionnaire contained in Attachment B on page 30. . A current prospectus must be obtained and/or current pool documents and portfolio reports.

## XIII. DERIVATIVES AND REVERSE REPURCHASE AGREEMENTS

Investment in any derivative products or the use of reverse repurchase agreements requires specific City Council approval prior to their use. If the City Council approves the use of derivative products, the Finance Director shall develop sufficient understanding of the derivative products and have the expertise to manage them. A “derivative” is defined as a financial instrument the value of which depends on, or is derived from, the value of one or more underlying assets or indices or asset values. If the City Council approves the use of reverse repurchase agreements or other forms of leverage, the investment shall be limited to transactions in which the proceeds are intended to provide liquidity and for which the Finance Director has sufficient resources and expertise to manage them.

## XIV. PERFORMANCE MEASUREMENTS

In order to assist in the evaluation of the portfolios’ performance, the City will use performance benchmarks for short-term and long-term portfolios. The use of benchmarks will allow the City to measure its returns against other investors in the same markets.

# Financial Policies (continued)

A. Investment performance of funds designated as short-term funds and other funds that must maintain a high degree of liquidity will be compared to the return the S&P Rated GIP Index Government 30 -Day Yield. Investments of current operating funds should have maturities of no longer than twenty-four (24) months.

B. Investment performance of funds designated as core funds and other non-operating funds that have a longer-term investment horizon will be compared to the Merrill Lynch 1-3 Year U.S. Treasury Note Index and the portfolio's total rate of return will be compared to this benchmark. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios' total rate of return. Investments of bond reserves, construction funds, and other non-operating funds ("core funds") should have a term appropriate to the need for funds and in accordance with debt covenants, but should not exceed ten (10) years.

## XV. REPORTING

The Finance Director shall provide the City Manager with a "Quarterly Investment Report" that summarizes but not limited to the following:

Recent market conditions, economic developments and anticipated investment conditions. The investment strategies employed in the most recent quarter. A description of all securities held in investment portfolios at quarter-end.

The total rate of return for the quarter and year-to-date versus appropriate benchmarks.

Any areas of policy concern warranting possible revisions to current or planned investment strategies. The market values presented in

these reports will be consistent with accounting guidelines in GASB Statement 31.

On an annual basis, the Finance Director shall submit to the City Council a written report on all invested funds. The annual report shall provide all, but not limited to, the following: a complete list of all invested funds, name or type of security in which the funds are invested, the amount invested, the maturity date, earned income, the book value, the market value, the yield on each investment.

The annual report will show performance on both a book value and total rate of return basis and will compare the results to the above-stated performance benchmarks. All investments shall be reported at fair value per GASB Statement 31. Investment reports shall be available to the public.

## XVI. THIRD-PARTY CUSTODIAL AGREEMENTS

Securities, with the exception of certificates of deposits, shall be held with a third party custodian; and all securities purchase by, and all collateral obtained by the City should be properly designated as an asset of the City.

The securities must be held in an account separate and apart from the assets of the financial institution. A third party custodian is defined as any bank depository chartered by the Federal Government, the State of Florida, or any other state or territory of the United States which has a branch or principal place of business in the State of Florida, or by a national association organized and existing under the laws of the United States which is authorized to accept and execute trusts and which is doing business in the State of Florida. Certificates of



# Financial Policies (continued)

deposits will be placed in the provider's safekeeping department for the term of the deposit. The custodian shall accept transaction instructions only from those persons who have been duly authorized by the City Manager and

which authorization has been provided, in writing, to the custodian. No withdrawal of securities, in whole or in part, shall be made from safekeeping, unless by such a duly authorized person.

The custodian shall provide the Finance Director with safekeeping statements that provide detail information on the securities held by the custodian. On a monthly basis, the custodian will also provide reports that list all securities held for the City, the book value of holdings and the market value as of month-end.

Security transactions between a broker/dealer and the custodian involving the purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction. Securities held as collateral shall be held free and clear of any liens.

## XVII. INVESTMENT POLICY ADOPTION

The Investment Policy shall be adopted by City resolution. The Finance Director shall review the policy annually and the City Council shall approve any modification made thereto. Any inconsistencies between the current portfolio and this policy will be considered acceptable as long as corrective measures are completed to adjust the portfolio in accordance with this policy.

**APPROVED AND ADOPTED BY THE CITY COUNCIL ON 12/04/2012**

## PURCHASING POLICY

### TYPES OF COMMON PURCHASING TRANSACTIONS

#### **Standard Purchase Order**

The standard purchase order is requested by the user with a requisition and is issued for most types of items and/or services. These purchase orders will be encumbered in the financial accounting system.

#### **Service Contract Purchase Orders (SCS)**

Service Contract Purchase Orders (SCS) are issued by the Purchasing Manager as a result of a quote or bid usually for construction or consultant type jobs where progress payments are required throughout the duration of the project OR for payments for transactions where regular specific payments are required over a specified length of time. While the term of a Service Contract Purchase Order may or may not coincide with the fiscal year, the amount of funds encumbered must be available in the current year's budget.

Requests for construction, consultants, leases, or similar transactions must begin with the proper department.

#### **Price Agreement Purchase Orders**

A price agreement is a nonexclusive, indefinite quantity agreement. It is a tool to facilitate purchases when the exact quantity of a required commodity or service is unknown or may vary depending upon the using department's requirements. A Price Agreement is used to obtain commodities or services needed frequently for operations and maintenance.

# Financial Policies (continued)

If usage is anticipated to be greater than or equal to **\$3,000** but less than **\$15,000** in a single year, at least three (3) verbal quotes must be obtained and documented. If usage is anticipated to be greater than or equal to **\$15,000** but less than **\$25,000** in a single year, three written quotes must be obtained. If usage is anticipated to be greater than **\$25,000** in a single year, formal competition (bid or RFP) must be used to select the vendor, unless the award is made from another political entity's contract, or justified as a sole/single source.

A price agreement may be requested by using departments or initiated by the Purchasing Manager. A price agreement shall be awarded by the Purchasing Manager and issued for citywide use. The term of a price agreement may not necessarily coincide with the fiscal year.

After review by the Purchasing Manager, a request for a Price Agreement may be returned to the user with the recommendation to use a more appropriate purchasing method such as a regular Purchase Order, Procurement Card or Direct Payment Voucher.

Commodities or services available for purchase from current Price Agreements may be obtained from the Purchasing Manager. Departments may request a commodity or service be purchased through the Price Agreement method at any time during the fiscal year.

## Contracts

Contracts will be processed through the Purchase Order system simply as an expedient way to handle the encumbrance of the funds. The requisite documentation should be filed with the Purchasing Manager. In general, this will cover contracts for which there is no competitive function (such as charitable contributions approved each fiscal year by City Council, or payments to other governmental agencies) which are primarily issued to other governments or to non-profit organizations.

These should be encumbered at the beginning of each fiscal year for those payments approved in each fiscal year budget. However, they may be requested and encumbered at any time during the fiscal year for approved transactions.

## PURCHASING CARD

The purchasing card is another tool for small purchases. Purchasing cards are issued in an employee's name with preset spending controls and limits. The per transaction limit for purchases is set at seven hundred forty nine dollars or less (\$749.00). Purchasing cards are only issued upon written request from the department director. The purchasing card is intended only for small value, non-recurring needs, usually from local sources.

## DIRECT PAYMENT VOUCHER

For certain approved transactions for which there is no competitive purchasing function, a using department may make a request for payment directly to the Accountant without a purchase order. Direct Payment Vouchers require all the necessary approvals and signatures as a requisition.

## The following transactions are examples of payment using a Direct Payment Voucher:

- Bond related expenses
- Child support payments
- Debt service payments
- Instructor Fees
- Insurance (Administrative Services Approval)
- Land purchases (Public Works/Right-of-Way including legal fees and related costs) (Council approval required)
- Medical insurance refunds (Financial Services Approval only)
- Outside Counsel

# Financial Policies (continued)

- Payments to Other Government Agencies (all types of taxes, assessments, fees, permits, utility deposits)
- Postage (U.S. Post Office only - no invoice required)
- Pre-approved interview and/or moving expenses (Personnel only)
- Risk Management Claims settlements
- Subscriptions to, and public and legal advertisements in, newspapers and periodicals
- Tax deed application expenses and surpluses

depending on the amount of the purchase. The estimated value of the purchase determines what steps must be completed before a purchase order can be issued for the request.

## OBTAINING QUOTES

While it is the Purchasing Manager's responsibility to obtain quotes, the user can shorten purchasing process by obtaining one or more quotes. The quotes must all be for identically the same quantity and quality and under the same terms and conditions. Even if the user provides quotes with the requisition, a complete description of the item or service needed, including required delivery time, and all special conditions must be clearly written on the requisition or attached as a memo. If the user does not provide quotes, it is imperative the user write a complete and accurate description to assist the Purchasing Manager in obtaining quotes and filling the order promptly and accurately.

**Regardless, the Purchasing Manager always reserves the right to obtain additional quotes.**

## EMERGENCY PURCHASE ORDER

Emergency purchases are **ONLY** for commodities or services necessary because of certain emergency conditions that may affect the health, safety, and welfare of the citizens of The City of Palm Coast.

## PURCHASING REQUIREMENTS

The following procedures should be used

TOTAL CONTRACT VALUE	QUOTE REQUIREMENTS (Minimum)	AWARD APPROVAL
\$ 0 - \$749.99	Single Quote, Purchasing Card	Department Director or Designee
\$750 - \$2,999.99	Single Quote, Purchase Order	Department Director
\$3,000 - \$14,999.99	3 Verbal Quotes Minimum Purchase Order	Department Director
\$15,000 - \$25,000	3 Written Quotes Minimum Purchase Order	City Manager or Designee
\$25,000.01 - \$30,000	Formal Invitation or Bid Contract or Purchase Order	City Manager or Designee
\$30,000.01 and Above	Formal Invitation or Bid Contract or Purchase Order	City Council

**CONTRACTS FOR THE PURCHASE OF ANY COMMODITIES OR SERVICES MAY ONLY BE SIGNED**

# Financial Policies (continued)

## SINGLE QUOTES

- (1) Estimated Value under \$750.00  
Use the purchasing card for this type of purchase.
- (2) Estimated Value under \$3000.00  
This only requires a single quote, but a general check of the marketplace should be made to ensure the best value. If there is a preferred vendor, provide a complete name and address, description of the commodity or service and how much it will cost including freight and/or shipping on the requisition form. The Purchasing Manager will review the requisition. If the Purchasing Manager agrees with the recommendation for purchase, the requisition will be processed. If the Purchasing Manager questions whether the commodity can be purchased from another vendor, for a better price, or is available from another source or contract, the department will be contacted to discuss the change.

## VERBAL QUOTES

- (3) Estimated Value \$3,000 - \$14,999.99  
Requisition forms for purchases for this dollar value are completed in the same manner as above. However, minimums of three (3) VERBAL quotes are required. The user may obtain the necessary quotes and furnish them with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain the quotes. User obtained quotes should be listed either on the requisition or on a separate page: Firm name, telephone number, name of contact person, and each unit price including any freight costs.

## WRITTEN QUOTES

- (4) Estimated Value \$15,000 - \$25,000  
Requisition forms for purchases for this dollar value are completed in the same

manner as above. However, minimums of three (3) WRITTEN quotes are required. The user may obtain the necessary quotes and furnish the original of each written quote with the requisition form, or, provide sufficient specifications so that the Purchasing Manager can obtain quotes.

## FORMAL INVITATIONS

If the estimated value is greater than \$25,000, the Purchasing Manager must prepare and solicit formal, sealed, advertised invitations (Invitation To Bid, Request For Proposals, Request For Statements of Qualifications, or Request For Information).

If available, specifications for the requested purchase shall accompany the requisition. The Purchasing Manager will review the specifications to see if they are adequate for bid or will work with the requesting department to write specifications, terms and conditions for the invitation. The Purchasing Manager will coordinate all of the details of the invitation such as a pre-proposal conference, if applicable, and the suggested opening, evaluation and award dates, etc. After the formal opening the Purchasing Manager and the using department will evaluate the bids or proposals based upon predetermined criteria for award.

## PUBLIC ADVERTISEMENTS

All formal invitations must be publicly advertised seven days in advance of the specified opening date in one major newspaper that covers the area. There are other advertising requirements depending upon the type and value of the proposed contract. Other advertising is suggested if a wide selection of potential proposers is required.



# Financial Policies (continued)

## Pre-Solicitation, Pre-Bid, Pre-Proposal Conferences

Conferences may be scheduled and conducted by the Purchasing Manager, or his/her designee, before the official time and date set for the formal opening to explain the procurement requirements and to solicit information from potential bidders/proposers.

A MANDATORY conference may be scheduled and conducted if the technical or physical requirements of the invitation requires the physical presence of potential proposers. Proposals from anyone not attending the mandatory conference will not be considered. Mandatory conferences restrict competition and therefore must be justified in writing to the Purchasing Manager and approved by the Finance Director prior to release of the Invitation.

For construction projects in excess of \$200,000, the legal advertisement must be published at least 5 days prior to the pre-bid conference. (Section 255.0525 (1), Florida Statutes)

## Formal Opening

Responses to all invitations shall be clocked in upon receipt and opened publicly at the time, date and place designated in the Invitation under the strict control of the Purchasing Manager. The name of each bidder or proposer shall be read aloud and tabulated along with the pertinent information as described in the Invitation. Note: Applicable Florida Statutes Section 180.24 and Section 218.80 and 255.0525.

## Late Proposals

Any bid, proposal, or offer received at the place designated in the Invitation after the official date and time specified for receipt of proposals shall be considered late and will not be considered for award. Any request for withdrawal or modification received after the date and time specified shall not be considered. The time

clock in the City Hall is the official time for all Formal Openings.

## Bidders List

The Purchasing Manager maintains a database of vendors with whom the City has done business in the past and a list of firms who have expressed interest in submitting quotes and bids to the City. Any firm wishing to register to do business with the City can request a "Bidders Registration Form," complete it, and return it to the City. The firm will then be assigned a vendor number and assigned to commodity categories by the Purchasing Manager.

Users can call the Purchasing Manager to see if a certain vendor is included in the database. Users may suggest to the Purchasing Manager any potential bidders they would like to receive an invitation, request for quote or bid or may request a Bidders Registration Form be mailed or faxed to a potential bidder with whom they are interested in doing business.

The "Bidders Registration Form" is also on the City's Web page.

## AWARD OF CONTRACTS AND APPROVALS

### Award

All quotes and invitations shall be awarded to the lowest responsive and responsible proposer, or upon criteria established before the proposals are opened. If no criteria are specified in the quotes or invitation, then the award will be based upon the price alone.

### Approvals

Before any purchase order on budgeted items can be issued, the following approvals are required based upon the total value of the purchase:

# Financial Policies (continued)

## Protest Procedures

A vendor/bidder may protest the award of any contract any time prior to its award by contacting the Purchasing Manager.

The decision of the Purchasing Manager may be appealed to the City Manager by filing a written appeal with the City Manager within seven days of the decision. The decision of the City Manager may be appealed to the City Council by filing a written appeal with the City Clerk within seven days of the City Manager's decision.

## PROCUREMENT COMMITTEES

### Definitions

A "selection committee" is defined as any committee that has been delegated decision-making functions, directly or indirectly. A selection committee ranks and/or short-lists respondents to an Invitation or Request for Statements of Qualifications (RSQ) based upon the information submitted in response to the RSQ. This definition includes all selections under Chapter 287.055 Florida Statutes, the Contractors Competitive Negotiation Act (CCNA), as amended. All selection committee meetings are open public meetings as defined in Chapter 286 FS and subject to Florida's Government in the Sunshine Law.

An "evaluation committee" is defined as a committee that is responsible for advising and informing the final decision maker, the City Manager or City Council, through fact-finding consultations. The evaluation committee meets to evaluate proposals or offers submitted in response to an Invitation for conformance with defined evaluation criteria. The outcome of an evaluation committee is whether responses meet the evaluation criteria and which response (offer) is best for the City. An evaluation committee

meeting falls within the requirements of an open public meeting and subject to Florida's Government in the Sunshine Law.

A "technical review committee" is defined as any committee appointed by the Purchasing Manager to establish and/or review specifications or scope of work for any procurement project. A technical review committee does not generally fall within the requirements of an open public meeting. However, to the extent that it makes recommendations that would be part of the decision making process it too would be subject to Florida's Government in the Sunshine Law.

### Public Meeting Notice/Advertisements

Reasonable public notice shall be given before any selection committee meeting. Such notice shall include: (1) name and/or purpose of selection committee, (2) time and place of meeting, and (3) ADA requirements notification information. All Public Meeting notices shall be posted in City Hall.

The Purchasing Manager shall have published a meeting notice for any selection committee meeting at least one (1) day before the meeting date in a newspaper of general circulation in the City of Palm Coast, Florida. The public meeting notice(s) may be included in the Public advertisement announcing the procurement.

These committee meetings do not rise to the level of being matters of "critical public importance" but should be noticed appropriately.

# Financial Policies (continued)

The following notice guidelines as outlined in the Government in the Sunshine Manual (January 22, 2001) shall apply:

1. The notice should contain the time and place of the meeting and, if available, an agenda (or if no agenda is available, subject matter summations might be used);
2. The notice should be prominently displayed in the area in the agency's offices set aside for that purposes, e.g., for cities, in City Hall;
3. Emergency sessions should be afforded the most appropriate and effective notice under the circumstances and special meetings should have at least 24 hours reasonable notice to the public; and
4. The use of the press releases and/or phone calls to the wire services and other media is highly effective. On matters of **critical public concern** such as rezoning, budgeting, taxation, appointment of public officers, etc., **advertising in the local newspapers of general circulation would be appropriate.**

## Meeting Minutes

The minutes of any open public meeting shall be available for public review. The original minutes shall be filed with the invitation package with the Purchasing Manager.

If an open public meeting is adjourned and reconvened at a later date to complete the business of the meeting, the second meeting shall also be noticed. This includes any meeting where a presentation is made to the selection committee.

## Membership

The Purchasing Manager shall chair all selection and evaluation committees and shall appoint the committee from staff or other representatives

who have knowledge and interest in the procurement project. Suggestions from the affected user shall be given consideration.

Committee members must ensure that they disclose any conflict of interests and abstain from voting when a conflict exists in accordance with State Law.

Any person with a conflict of interest shall not be appointed to any procurement evaluation or selection committee, or shall be removed from the committee if the conflict arises after appointment to the committee. A conflict of interest is defined as any circumstance in which the personal interest of a committee member in a matter before him or her in his or her official capacity may prevent or appear to prevent him or her from making an unbiased decision with respect to the matter. A conflict of interest is also any conflict defined in the City of Palm Coast Code or Policies, Florida Statutes, or Federal Statutes.

## Voting

The vote of each member of the selection committee shall be recorded in the minutes. Committee members are required to vote either in person or via a telephonic appearance. A quorum must be present at the site of the committee meeting and be able to hear the non-present member in order for the telephonic appearance to be authorized.

# Financial Policies (continued)

A selection committee member must be present, physically or electronically, for the all of the presentations to vote.

Selection shall be made by consensus if possible. If the committee chair deems consensus impossible the selection shall then take place by totaling individual votes of committee members.

## Discussion with Respondents

Any discussion before an award by City Council between any member of an evaluation or selection committee and any respondent

regarding the procurement project is highly discouraged. Committee members shall disclose any attempts to influence his/her decision to the Purchasing Manager. All requests for information, clarification, or the status for any procurement project shall be directed to the Purchasing Manager.

## Recommendation for Award

The Purchasing Manager shall forward the selection committee's recommendation of ranking to the Finance Director for submission to the City Manager or City Council as required.

## Public Advertising Requirements:

Type	Times	Minimum**	Recommended
City Bids, RFPs, RSQs	1	7 days	20-30 days
Construction > \$200,000 and <= \$500,000 <sup>1</sup>	1	21 days	30 days
Construction > \$500,000 <sup>1</sup>	1	30 days	30 days
Sale or Lease of City Real Property	2	14 days	30 days
Road projects	2	30 days	30 days
Federal Aviation Authority Projects	2	10 days	20-30 days
Federal Transit Authority -capital equipment	1	10 days	20-30 days
Federal Transit Authority –projects	2	10 days	20-30 days
Grants	At least 1 or per grant	Per grant or 5 days	20-30 days
Addendum - changing closing date	1	5 days	10 - 15 days

\*Minimum - number of days from date Public advertisement appears in the newspaper until closing date.

\*\* Public advertisement must also be at least 5 days before any pre-bid meeting.

<sup>1</sup> Florida Statute 255.0525 (2)



# Budget Process

## Methodology

The preparation and adoption of the Annual Budget is one of the most important actions carried out by the City Council, citizens and staff of Palm Coast. To achieve the best results in the planning and delivery of community services, key financial decisions must be made. The budget process provides a forum to accumulate financial and performance information concerning local services into a common format; analyze and debate the merits of each service; and make decisions about the level and cost of service which will be provided. The budget is designed to provide the citizens of Palm Coast with the full complement of municipal services. This budget aims at providing the highest quality municipal service to the community in an efficient and effective manner.

## Review

Early in the budget process, each department outlines functions and goals to accomplish in the coming fiscal year. They then prepare a detailed estimate of monies and personnel required to provide these services. These requests are reviewed by the City Manager and the Finance Director. Upon completion of this review and matching with the projected revenues available, the budget is compiled by the Finance Department. During the month of July of each year, the City Manager submits the proposed budget to the City Council. The City Council reviews the proposed budget and conducts public workshops to obtain preliminary direction as to the probable approval levels of the budget.

## Adoption

During the month of September, in accordance with the timing specified in State Law (F.S. 200.065), two public hearings are held. The time of the first hearing is advertised on the "Notice of Proposed Property Taxes" sent to

property owners and by the usual procedure for advertising a public hearing. The first meeting is to tentatively adopt the budget and millage rate. For the second hearing, in addition to normal advertising procedure, a general summary of the proposed budget is advertised in the newspaper along with a date for the statutory public hearing to adopt the budget and millage rate. The City's fiscal year is October 1 through September 30.

## Public Participation

The public is invited and encouraged to attend and participate in all work sessions and public hearings.

## Budgetary Basis

Governmental funds are budgeted using the modified accrual basis of accounting. Revenues are recognized when they become available and measurable. An example would be sales tax or state revenue sharing that is measurable but may not be received until after the end of the fiscal year. Expenditures are recognized when the liability has occurred and is measurable. This would be charges for work that has been completed and invoiced but not paid at year-end. Estimated expenditures for capital outlay and debt service payments are budgeted in all funds; however, the actual expenditure for capital and principal on debt is applied to balance sheet accounts and is not expensed in the proprietary funds. Depreciation is not budgeted in any fund but is recorded in proprietary funds. Revenue in the proprietary funds is recognized when due and expenses when they are incurred.

# Budget Calendar

January 31	Strategic Action Plan, performance progress report submitted to City Council
February 15	Previous fiscal year audit report and final operating results submitted to City Council
March 15	Infrastructure Capital Improvement Program, ten year project schedule and funding report submitted to City Council
March 30	Revised Strategic Action Plan adopted by City Council
April 1	Budget process initiated by Finance Department
April 1	MUNIS budget system opened for Department line-item entries
May 1	Departments submit additional program, personnel, fleet requests to Finance for FY 2013
May 1	Departments submit technology requests to Information Technology & Communications for FY 2013
May 1	FY 2013 Revenue Estimates prepared by Finance
May 15	MUNIS budget system closed for Department line-item entries. Note: Personal services/internal transfers will be projected by Finance
June 1 - 10	Finance reviews budget requests and Capital Improvement Program (CIP) with department heads. (COPY OF CIP SENT TO COMMUNITY DEVELOPMENT FOR COMP PLAN REVIEW)
June 15	Finance submits the preliminary budget to the City Manager and department heads.
June 16 - 30	City Manager meets with department heads to discuss departmental needs and requests, including the Capital Improvement Program
July 10	Budget workshop – General Fund
July 17	Establish proposed Millage Rate (TRIM Rate). (MUST BE DONE PRIOR TO AUGUST 4).
July 24	Budget workshop – Proprietary Funds
July 31	Budget workshop – Special Revenue and Capital Funds
August 16	Property Appraiser distributes “Trim Notices” with date and time of first Public Hearing on Millage Rate.
August 28	Budget workshop – Final proposed budget presentation
September 5	Public Hearing to tentatively adopt Millage Rate and Budget (FINAL ADOPTION MUST BE ADVERTISED WITHIN 15 DAYS)
September 15	Place meeting notice and budget summary advertisements. (PUBLIC HEARING MUST BE NO LESS THAN 2 DAYS OR MORE THAN 5 DAYS AFTER ADVERTISEMENT OR MORE THAN 20 DAYS AFTER FIRST HEARING).
September 19	Public Hearing to adopt final Millage Rate Resolution and Budget Resolution.
September 20	Forward a copy of the Millage Rate Resolution to the Property Appraiser and the Tax Collector.
October 3	Certificate of Conformance sent to State (MUST BE DONE WITHIN 30 DAYS OF FINAL ADOPTION).

# Budget Amendment Process

## Supplemental Appropriation Amendments After Adoption

If, during the fiscal year, the City Manager certifies that there are available for appropriation, revenues in excess of those estimated in the budget, the City Council by resolution may make supplemental appropriations for the year up to the amount of such excess.

## Emergency Appropriations

To meet a public emergency affecting, life, health, property, or the public peace, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance to the extent that there are no available unappropriated revenues to meet such appropriations.

## Reduction Of Appropriations

If, at any time during the fiscal year, it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, he shall report to the City Council without delay, indicating the estimated amount of the deficit, any remedial action taken by him, and his recommendations as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit and for that purpose it may by resolution reduce one or more appropriations.

## Transfer Of Appropriations

At any time during the fiscal year the City Manager or his designee may transfer part or all of any unencumbered appropriations balance among programs within a department. The City Council may by resolution transfer part or all of any unencumbered appropriation balance from one department to another.

## Limitations; Effective Date

No appropriation may be reduced below that amount required by law to be appropriated, if any. No appropriation may be reduced below the amount of the encumbered balance. The supplemental and emergency appropriations and reduction or transfer of appropriations authorized may be made effective immediately upon adoption.

## Lapse Of An Appropriation

Every appropriation, except an appropriation for a capital expenditure, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered. An appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned.

# Fund Description

The City of Palm Coast utilizes a fund structure as outlined in the accounting regulations that govern units of local government. A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances and changes therein, which are segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. Funds are divided into various types according to the legal restrictions imposed upon them or by their uses. Following is the fund structure contained in the fiscal year 2013 budget for the City of Palm Coast

## I. Governmental Funds

Accounted for on a “spending” or “financial flow” measurement focus. Accordingly, the budgeted fund balances provide an indicator of available spendable, or appropriate resources.

### General Fund

The general fund of a government unit serves as the primary reporting vehicle for current government operations. The general fund is used to account for all current financial resources, with the exception of those required to be accounted for in another fund.

### Special Revenue Funds

The special revenue funds account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. These include impact fee funds, grant funds, a community redevelopment fund, and various capital project funds.

## II. Proprietary Funds

Proprietary funds are accounted for on a cost of services or “capital maintenance” measurement focus. Accordingly, all assets and liabilities are included on their balance sheets and the reported fund equity provides an indication of the economic net worth of the fund. Operating statements for proprietary fund types report increases and decreases in total economic net worth.

### Enterprise Funds

The enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. The Utility Fund and the Utility Capital Projects Fund were established in conjunction with the utility purchase. Other funds include Solid Waste, Stormwater Management, Golf Course, Tennis Center, Building Permits & Inspections, and Information Technology & Communications.

### Internal Service Funds

The internal service funds account for financing goods or services provided by one department to other City departments or to other governments on a cost-reimbursement basis. The internal service funds in this budget are the Fleet Management Fund and the Self Insured Health Fund.



# Fund Balances

Fund balances/retained earnings referred to on the following page of this document do not necessarily represent cash and investment balances in the respective funds. It does, however, represent the net of the total fund assets, less total fund liabilities and contributed capital in the respective fund types.

## **GENERAL FUND:**

In the General Fund, the primary purpose of reserve retention is to fund unforeseen occurrences. These unforeseen occurrences are funded only upon specific appropriation by the City Council. City policy is to maintain General Fund reserves between 10% and 20% of the annual budget. The estimated unassigned fund equity for the beginning of fiscal year 2013 will be 17.6%.

## **ENTERPRISE FUNDS:**

In the Enterprise Funds, reserves are planned to meet operating expenses and future capital needs. Each enterprise fund has a separate rate structure. These rates are reviewed annually to insure that adequate funding will be available to meet the needs of the individual enterprise's budgetary requirements.

## **INTERNAL SERVICE FUNDS:**

Internal Service Funds differ from other fund types in that funds remaining at year-end are normally redistributed back to the originating funds. An exception to this rule is made when timing differences exist and/or reserves for capital purchases are maintained.

## **SPECIAL REVENUE FUNDS:**

There are no fund equity reserve requirements for Special Revenue Funds. The purpose of these funds is to fund specific programs and

capital improvement projects included in the City's budget. Funding sources include fines and forfeitures, impact fees, interest earnings, and fund equity.

## **CHANGES IN FUND BALANCES:**

There is an overall increase during the two-year period of approximately \$5 million. This is primarily due to the reclassification of interfund loans to fund transfers during fiscal year 2012. The General Fund is estimated to remain level. The Building Permits & Inspections Fund is expected to decrease by approximately \$400,000. This is being caused by a reduction in permit fees designed to reduce the surplus balance. This reduction is sunsetting during fiscal year 2013. The Utility Capital Projects Fund is expected to increase by \$2.7 million. This is due to pending capital expenditures on several large projects scheduled beyond 2013. Decreases in fund balance in the Streets Improvement Fund (\$3.7 million) and SR100 Community Redevelopment Fund (\$1.6 million) are due to construction projects scheduled for fiscal year 2013.

# Computation of Estimated Fund Balances

FUND	Available Fund Balance 09/30/11	Estimated Fund Balance 09/30/12	Net Annual Revenues (Expenditures) Revenues	Available Fund Balance 09/30/13
General	\$ 2,653,373	\$ 2,653,373	\$ 44,000	\$ 2,697,373
CDBG	-	-	-	-
Police Education	17,594	24,554	7,265	31,819
Police Automation	267,910	289,760	22,900	312,660
Disaster Reserve	2,183,984	2,190,984	7,500	2,198,484
Recycling Revenue	395,808	486,758	91,350	578,108
Streets Improvement	2,688,506	3,761,806	(3,761,379)	427
Park Impact Fee	424,843	333,143	(29,369)	303,774
Fire Impact Fee	74,269	107,569	35,676	143,245
Development Special Projects	1,557,737	1,299,737	5,841	1,305,578
Transportation Impact Fee	-	-	574,100	574,100
Neighborhood Stabilization	-	-	-	-
Old Kings Road Special Assessment	166,003	166,003	-	166,003
SR 100 Community Redevelopment	2,287,134	2,553,026	(1,643,934)	909,092
Capital Projects	964,593	14,022	(9,720)	4,302
Utility	2,471,712	2,677,876	119,479	2,797,355
Utility Capital Projects	3,023,273	1,356,074	2,760,083	4,116,157
Solid Waste	682,786	682,786	147,619	830,405
Stormwater Management	-	1,323,573	(135,792)	1,187,781
Building Permits & Inspections	3,262,776	2,043,893	(437,486)	1,606,407
Golf Course	21,586	5,578,086	-	5,578,086
Tennis Center	-	-	-	-
Information Technology & Communications	757,591	2,552,089	98,432	2,650,521
Health Insurance	146,114	146,114	(20,000)	126,114
Fleet Management	2,483,820	3,645,683	(195,846)	3,449,837
	<b>\$ 26,531,412</b>	<b>\$ 33,886,909</b>	<b>\$ (2,319,281)</b>	<b>\$ 31,567,628</b>

# Budget Summary

## By Fund Type

Fund Type	Estimated Revenue	Operating Expenditures & Contingency	Capital Expenditures	Operating Transfers	Total Expenditures
General Fund	\$ 25,790,398	\$ 24,966,773	\$ 127,625	\$ 696,000	\$ 25,790,398
Special Revenue Funds					
CDBG Fund	1,078,500	918,500	-	160,000	1,078,500
Police Education Fund	31,765	31,765	-	-	31,765
Police Automation Fund	312,660	312,660	-	-	312,660
Disaster Reserve Fund	2,198,484	2,198,484	-	-	2,198,484
Recycling Revenue Fund	405,400	405,400	-	-	405,400
Streets Improvement Fund	17,889,472	375,027	17,514,445	-	17,889,472
Park Impact Fee Fund	453,774	353,774	100,000	-	453,774
Fire Impact Fee Fund	143,245	143,245	-	-	143,245
Development Special Projects Fund	1,305,577	1,305,577	-	-	1,305,577
Transportation Impact Fee Fund	574,100	574,100	-	-	574,100
Neighborhood Stabilization Fund	1,900,000	1,900,000	-	-	1,900,000
OKR Special Assessment Fund	264,200	264,200	-	-	264,200
BAC Fund	60,225	60,225	-	-	60,225
SR100 Community Redevelopment Fund	5,735,844	1,435,844	4,300,000	-	5,735,844
Capital Projects Fund	339,302	4,302	335,000	-	339,302
Sub-Total	32,692,548	9,364,603	22,249,445	-	32,692,548
Enterprise Funds					
Utility Fund	29,880,644	27,106,626	443,000	2,331,018	29,880,644
Utility Capital Projects Fund	20,540,254	11,792,831	8,747,423	-	20,540,254
Solid Waste Fund	7,400,000	7,400,000	-	-	7,400,000
Stormwater Management Fund	7,745,292	4,678,192	2,988,100	79,000	7,745,292
Building Permits & Inspections Fund	1,398,961	1,398,961	-	-	1,398,961
Golf Course Fund	1,618,881	1,595,881	-	23,000	1,618,881
Tennis Center Fund	304,278	303,278	-	1,000	304,278
Information Tech & Comm Fund	2,878,300	2,513,900	350,400	14,000	2,878,300
Sub-Total	71,766,610	56,789,669	12,528,923	2,448,018	71,766,610
Internal Service Funds					
Self Insured Health Fund	3,169,350	3,169,350	-	-	3,169,350
Fleet Management Fund	4,070,043	2,244,543	1,825,500	-	4,070,043
Sub-Total All Funds	137,488,949	\$ 96,534,938	\$ 36,731,493	\$ 3,144,018	137,488,949
Less: Interfund Charges and Transfers	12,149,815				12,149,815
<b>Total</b>	<b>\$ 125,339,134</b>				<b>\$ 125,339,134</b>

# Budget Summary (continued)

## By Function

	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Total Funds
<u>CASH BALANCES BROUGHT FORWARD</u>	\$ -	\$ 10,454,948	\$ 2,862,199	\$ 215,846	\$ 13,532,993
<u>ESTIMATED REVENUES</u>					
TAXES: Millage Per \$1,000					
Advalorem Taxes: 4.2958	14,610,000	265,000	245,750	-	15,120,750
Sales, Use, and Fuel Taxes	425,000	2,195,000	-	-	2,620,000
Telecommunication Service Tax	2,700,000	-	-	-	2,700,000
Local Business Tax	395,000	-	-	-	395,000
Permits, Fees and Special Assessments	715,000	264,200	935,368	-	1,914,568
Intergovernmental Revenue	2,921,988	15,266,242	-	-	18,188,230
Charges for Services	2,360,243	996,000	48,093,102	315,000	51,764,345
Fines & Forfeitures	389,000	406,300	-	-	795,300
Interest Revenue	295,000	39,858	565,542	6,250	906,650
Miscellaneous Revenues	17,191	124,000	260,107	-	401,298
Non Revenues	-	-	2,245,000	6,600,797	8,845,797
Transfers from Other Funds	961,976	681,000	1,559,542	101,500	3,304,018
Debt Proceeds	-	2,000,000	15,000,000	-	17,000,000
Total Revenues and Other Financing Sources	25,790,398	22,237,600	68,904,411	7,023,547	123,955,956
Total Estimated Revenues and Balances	\$ 25,790,398	\$ 32,692,548	\$ 71,766,610	\$ 7,239,393	137,488,949
Less: Interfund Transfers					12,149,815
<b>Net Revenues</b>					<b>\$ 125,339,134</b>
<u>EXPENDITURES/EXPENSES</u>					
General Government	\$ 7,768,495	\$ 50,000	\$ 2,765,868	\$ -	\$ 10,584,363
Public Safety	9,883,734	-	1,398,961	-	11,282,695
Physical Environment	-	-	39,001,662	-	39,001,662
Transportation	5,032,678	22,349,045	6,274,466	-	33,656,189
Economic Environment	-	2,833,500	-	-	2,833,500
Culture/Recreation	2,365,491	639,050	1,899,159	-	4,903,700
Internal Service	-	-	-	7,239,393	7,239,393
Debt Service	-	905,775	12,563,942	-	13,469,717
Transfers to Other Funds	696,000	160,000	2,448,018	-	3,304,018
Total Expenditures/Expenses Reserves	25,746,398 44,000	26,937,370 5,755,178	66,352,076 5,414,534	7,239,393 -	126,275,237 11,213,712
Total Appropriated Expenditures and Reserves	\$ 25,790,398	\$ 32,692,548	\$ 71,766,610	\$ 7,239,393	137,488,949
Less: Interfund Transfers					12,149,815
<b>Net Expenditures</b>					<b>\$ 125,339,134</b>



# Budget Summary (continued)

## By Department Detail

FUND/DEPARTMENT	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
General Fund				
City Council	\$ 83,221	\$ 82,156	\$ 95,479	\$ 95,501
City Manager	424,502	351,244	361,827	361,263
Community Relations	254,090	198,887	213,525	186,810
Purchasing and Contracts Management	326,093	297,791	296,014	298,416
Economic Development	213,450	252,108	244,545	295,957
City Clerk	201,036	161,906	131,995	129,617
Human Resources	291,106	268,357	305,125	349,774
Law Enforcement	2,599,720	2,599,774	2,599,863	2,599,863
City Attorney	337,778	392,454	383,301	387,236
Financial Services	763,014	715,263	722,127	692,699
Community Development				
Planning	1,468,078	1,436,530	1,437,295	1,505,208
Code Enforcement	2,055,867	2,001,468	2,144,807	2,149,693
Total Community Development	3,523,945	3,437,998	3,582,102	3,654,901
Fire	7,897,127	7,448,342	7,283,387	7,283,871
Public Works				
Streets	5,157,976	5,187,617	5,049,743	5,127,678
Facilities Maintenance	678,373	654,447	668,616	682,493
Parks/Facilities	992,200	966,070	1,096,258	1,181,633
Total Public Works	6,828,549	6,808,134	6,814,617	6,991,804
Engineering	1,234,851	383,694	505,201	500,828
Recreation/Athletics	906,380	1,214,547	1,327,081	1,283,858
Non-Departmental	6,797,277	806,293	648,874	678,000
<b>Total General Fund</b>	<b>32,682,139</b>	<b>25,418,948</b>	<b>25,515,063</b>	<b>25,790,398</b>

# Budget Summary (continued)

## By Department Detail (continued)

FUND/DEPARTMENT	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
CDBG Fund	-	-	75,000	1,078,500
Police Education Fund	21,314	18,135	24,554	31,765
Police Automation Fund	-	-	289,760	312,660
Distaster Reserve Fund	1,621	-	2,190,984	2,198,484
Recycling Revenue Fund	129,415	257,688	395,800	405,400
Streets Improvement Fund	9,351,401	4,820,476	9,466,798	17,889,472
Park Impact Fee Fund	2,262,979	102,992	537,643	453,774
Fire Impact Fee Fund	3,925	-	107,569	143,245
Development Special Projects Fund	-	-	1,564,736	1,305,577
Transportation Impact Fee Fund	10,937,078	633,867	2,892,000	574,100
Neighborhood Stabilization Fund	1,652,210	1,602,199	1,100,000	1,900,000
Old Kings Road Special Assessment Fund	2,091,675	260,656	264,200	264,200
BAC Fund	-	-	65,225	60,225
SR100 Community Redevelopment Fund	2,471,847	2,372,357	3,448,892	5,735,844
Capital Projects Fund	4,012,776	2,871,683	14,201,020	339,302
Utility Fund				
Utility Customer Service	1,138,521	1,193,655	1,183,168	1,287,991
Utility Administration	1,314,740	1,151,638	1,157,078	1,166,712
Utility Maintenance	652,293	594,595	624,361	634,055
Wastewater Collection	2,371,099	2,070,343	2,235,644	2,252,088
Wastewater Treatment	1,753,714	1,734,357	1,648,920	1,765,803
Water Plant #1	1,529,393	1,665,536	1,717,773	1,728,607
Water Plant #2	1,214,471	1,207,796	1,214,966	1,238,566
Water Plant #3	963,526	963,969	926,110	972,726
Water Quality	413,409	421,981	479,473	469,587
Water Distribution	4,073,580	2,714,327	2,670,421	2,770,772
Non-Departmental	20,829,320	24,922,261	15,726,881	15,593,737
Total Utility Fund	36,254,066	38,640,458	29,584,795	29,880,644
Utility Capital Projects Fund	-	-	7,093,171	20,540,254
Solid Waste Fund	7,550,829	7,631,424	7,486,000	7,400,000
Stormwater Management Fund	4,731,022	4,339,305	7,778,600	7,745,292
Building Permits & Inspections Fund	1,796,344	1,468,521	1,504,901	1,398,961
Golf Course Fund	2,249,980	1,942,244	7,156,609	1,618,881
Tennis Center Fund	287,419	354,794	283,087	304,278
Information Technology & Comm Fund	2,522,657	2,502,729	4,665,001	2,878,300
Self Insured Health Fund	554,003	2,801,630	3,206,000	3,169,350
Fleet Management Fund	2,964,381	3,190,989	3,774,196	4,070,043
<b>Total All Funds</b>	<b>124,529,081</b>	<b>101,231,095</b>	<b>134,671,604</b>	<b>137,488,949</b>
Less: Interfund Transfers	21,784,168	14,414,436	24,445,559	12,149,815
<b>Total</b>	<b>\$ 102,744,913</b>	<b>\$ 86,816,659</b>	<b>\$ 110,226,045</b>	<b>\$ 125,339,134</b>

# Revenue Explanations

## **AD VALOREM TAXES:**

The property tax is based on the value of real and personal property. Each year the county property appraiser determines the total assessed value of each parcel of property in Palm Coast. After subtracting all lawful exemptions, the remaining value is the taxable value. Ad valorem property taxes are based on the taxable value. The property tax is calculated by multiplying the taxable value by .001 and then multiplying this number by the rate of taxation, or the millage rate.

## **LOCAL OPTION, USE, AND FUEL TAXES:**

These are local option taxes, including gas tax and the Local Government Infrastructure Surtax. The proceeds are distributed based on a State mandated formula or an interlocal agreement between the cities and the county.

## **COMMUNICATIONS SERVICES TAXES:**

This tax is collected and distributed by the State. It replaced the franchise tax and utility tax that were charged for telephone and cable television services.

## **PERMITS, FEES AND SPECIAL ASSESSMENTS:**

According to Section 205.042, Florida Statutes, a municipality may levy a local business tax receipt for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction. This revenue also includes building permits and animal licenses.

## **INTERGOVERNMENTAL REVENUE:**

These revenues are collected by one government and shared with other governmental units. This includes state sales tax, revenue sharing, grants, and various other state taxes and licenses.

## **CHARGES FOR SERVICES:**

These are also called “user fees.” They are defined as “voluntary payments based on direct, measurable consumption of publicly provided goods

and services.” User fees are derived from charges for water and wastewater services, solid waste collection, recreation and athletic activities, and various other City services.

## **JUDGMENTS, FINES & FORFEITS:**

This revenue comes from code enforcement fines and settlement of criminal cases taken to court. It includes a portion of monetary penalties and recovery of costs incurred by the City.

## **INTEREST AND OTHER EARNINGS:**

Revenue derived from the investment of cash receipts and idle funds are an important source of revenue. The City of Palm Coast recognizes the importance of establishing effective cash management and restructuring their government operations to accelerate revenues, promote aggressive collections, and maximize cash flow.

## **MISCELLANEOUS REVENUES:**

These are revenues that do not fit into one of the other revenue categories.

## **NON REVENUES:**

These are Internal Service Fund revenues that are derived from other City funds where they are shown as operating expenditures. They include fleet leases and vehicle maintenance, as well as contributions towards the Self Insured Health Fund.

## **TRANSFERS FROM OTHER FUNDS:**

Transfers are made from one fund to another for various reasons. Some transfers are simply contributions and some are based on services provided by another fund. Still others are based on need, such as transfers to a capital fund.

## **OTHER FINANCING SOURCES:**

This is most often an appropriation of previous surplus.

# Revenue Forecast Methodology

The purpose of detailing forecast methodologies for revenues is to determine the validity of the forecast over time and to utilize the information in making future forecasts. The following are assumptions concerning revenues, covering all funds.

Revenue Source	Forecast Methodology
Ad Valorem Taxes	Approved millage multiplied by tax roll, less 3.41% for assumed non-collection and/or discounts taken for early payment.
Local Option, Use, and Fuel Taxes	State's forecast (based on city and county population and lane miles), adjusted for historical trend analysis.
Communications Services Taxes	State's forecast adjusted for historical trend analysis.
Permits, Fees and Special Assessments	Historical trend analysis.
State Revenue Sharing	State's forecast (based on city and state population), adjusted for historical trend analysis.
Half-Cent Sales Tax	State forecast (based on city population), adjusted for historical trend analysis.
Grants	Amount on application approved by granting agency.
Other Intergovernmental Revenue	Historical trend analysis.
Water Sales and Wastewater Charges	Historical trend analysis.
Solid Waste Fees	Historical trend analysis.
Stormwater Management Fees	Historical trend analysis.
Other Charges for Services	Historical trend analysis.
Judgments, Fines & Forfeits	Historical trend analysis.
Interest and Other Earnings	Historical trend analysis.
Miscellaneous Revenues	Historical trend analysis.
Non Revenues	Amounts billed to departments for usage.
Transfers from Other Funds	Capital needs and allocation of common costs.

# Major Revenue Trends

There are 11 major revenue sources that account for 61 percent of the City's estimated revenues for fiscal year 2013, not including debt proceeds. Appropriated fund balance accounts for another 11 percent of the revenue. These are listed and shown graphically on the following page. The following is a more detailed analysis of the trends for these 11 major revenue sources.

**AD VALOREM TAXES:** There had been an average decrease in property values of approximately 11% over the past three years, though the decreases are starting to moderate. For 2013, there was a decrease in taxable value of about 6.3%. This makes three consecutive years of declines in property values. The decline is expected to stop in 2013 and then values should level off or show some slight growth.

**LOCAL GOVERNMENT INFRASTRUCTURE SURTAX:** FY2003 was the first year that the half-cent surtax was collected. This tax was approved by the voters for a period of ten years. Growth of this revenue is expected to closely parallel the half-cent sales tax. This tax is set to expire on December 31, 2012, and no replacement has been identified.

**COMMUNICATIONS SERVICES TAXES:** Decreases in this revenue have averaged about 4% over past years. Recent changes in State legislation have decreased collections and the taxable base. We expect additional decreases of 1% to 2% in future years.

**TRANSPORTATION IMPACT FEES:** Permits issued have declined over the past three years and as a result impact fees have also been declining. All construction related revenues are expected to level off at these lower levels for the next one to three years.

**HALF-CENT SALES TAX:** This revenue source has been declining slightly through fiscal year 2011. However, fiscal year 2012 saw a small increase. We expect to see continued improvement over the next few years and should see increases of 1% to 2%.

**WATER AND WASTEWATER SALES:** This is a revenue source related to the utility system. It is expected that this revenue source will increase by an average of 5% per year over the next four years in anticipation of future bond issues for infrastructure improvements.

**WATER AND WASTEWATER IMPACT FEES:** Like transportation impact fees this revenue source is expected to level off.

**SOLID WASTE CHARGES:** This charge is expected to mirror the population growth of about 1% to 2%.

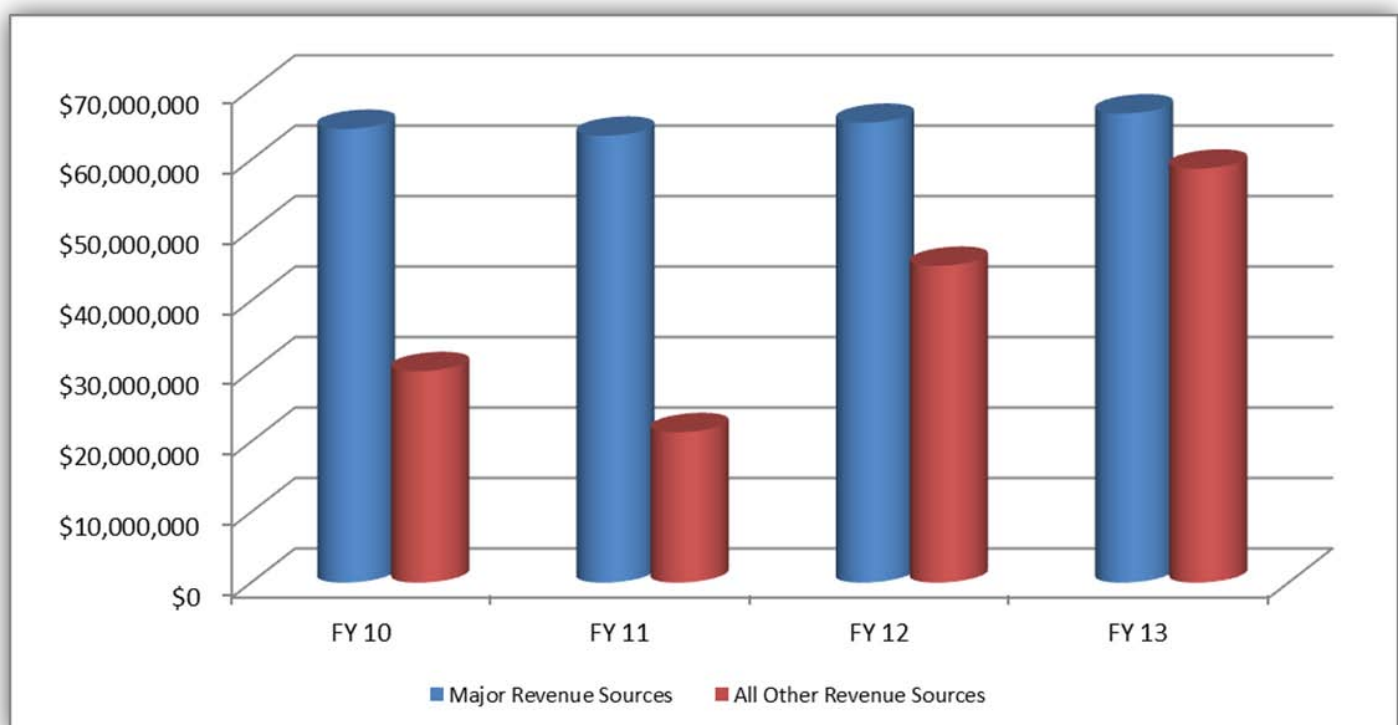
**STORMWATER FEES:** This fee is charged on developed and undeveloped property. A 40% rate increase is expected in fiscal year 2013. These additional fees are to fund an aggressive capital improvement program. In subsequent years, a 1% to 2% growth rate is anticipated.



# Major Revenue Sources

SOURCE	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Ad Valorem Taxes	\$ 17,828,406	\$ 15,181,152	\$ 15,030,924	\$ 15,120,750
Local Infrastructure Surtax	2,458,212	2,422,436	2,371,400	2,412,600
Telecommunication Service Tax	2,858,825	2,793,952	2,775,000	2,700,000
Half-Cent Sales Tax	1,939,723	1,829,577	1,848,200	1,850,000
Transportation Impact Fees	2,610,810	1,024,914	840,000	1,026,100
Water Sales	14,478,993	16,143,425	16,869,000	17,727,700
Wastewater Charges	8,648,904	10,028,514	10,203,500	10,464,600
Water Impact Fee	1,325,736	748,297	1,283,800	1,240,800
Wastewater Impact Fee	1,371,846	706,613	1,144,000	1,128,300
Solid Waste Charges	7,278,358	7,498,306	7,724,600	7,745,800
Stormwater Utility Fee	3,598,820	5,050,067	5,170,800	5,170,800
Debt Proceeds	4,000,000	-	9,425,998	17,000,000
Appropriated Fund Balance	-	-	15,421,999	13,532,993
All Other Sources	47,796,897	35,772,570	44,562,383	40,368,506
<b>TOTAL</b>	<b>\$ 116,195,530</b>	<b>\$ 99,199,823</b>	<b>\$ 134,671,604</b>	<b>\$ 137,488,949</b>
Less: Interfund Transfers	21,784,168	14,414,436	24,445,559	12,149,815
	<b>\$ 94,411,362</b>	<b>\$ 84,785,387</b>	<b>\$ 110,226,045</b>	<b>\$ 125,339,134</b>

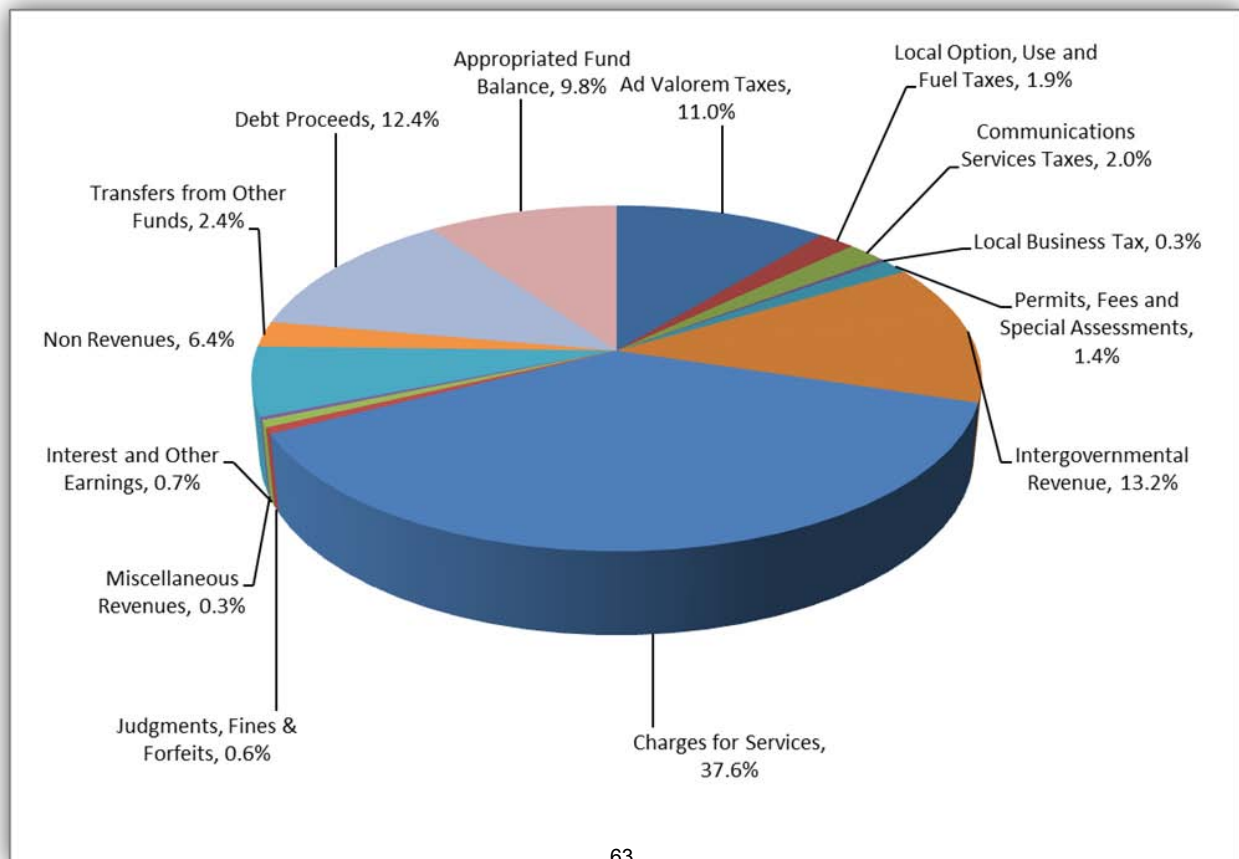
Major Revenue Sources	64,398,633	63,427,253	65,261,224	66,587,450
All Other Revenue Sources	30,012,729	21,358,134	44,964,821	58,751,684
	<b>\$ 94,411,362</b>	<b>\$ 84,785,387</b>	<b>\$ 110,226,045</b>	<b>\$ 125,339,134</b>



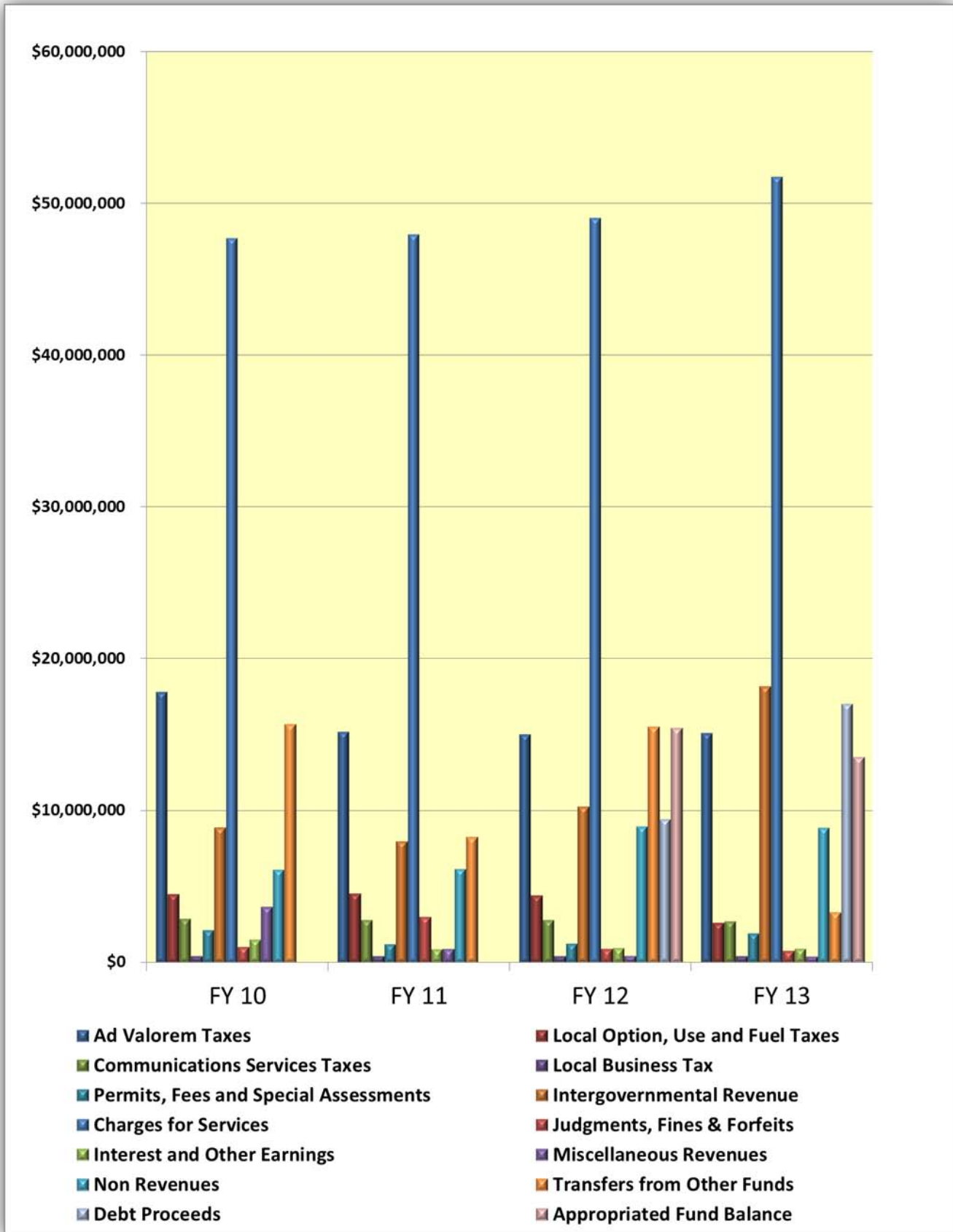
# Revenues by Source

SOURCE	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Ad Valorem Taxes	\$17,828,406	\$15,181,152	\$15,030,924	\$15,120,750
Local Option, Use and Fuel Taxes	4,465,053	4,541,620	4,384,100	2,620,000
Communications Services Taxes	2,858,825	2,793,952	2,775,000	2,700,000
Local Business Tax	404,685	414,385	394,000	395,000
Permits, Fees and Special Assessm	2,095,627	1,200,016	1,216,884	1,914,568
Intergovernmental Revenue	8,879,625	7,988,868	10,253,728	18,188,230
Charges for Services	47,693,535	47,943,464	49,053,640	51,764,345
Judgments, Fines & Forfeits	1,043,095	2,974,013	890,964	795,300
Interest and Other Earnings	1,474,529	856,662	927,124	906,650
Miscellaneous Revenues	3,667,982	891,255	451,684	401,298
Non Revenues	6,106,687	6,141,288	8,934,696	8,845,797
Transfers from Other Funds	15,677,481	8,273,148	15,510,863	3,304,018
Debt Proceeds	4,000,000	-	9,425,998	17,000,000
Appropriated Fund Balance	-	-	15,421,999	13,532,993
<b>TOTAL</b>	<b>\$116,195,530</b>	<b>\$99,199,823</b>	<b>\$134,671,604</b>	<b>\$137,488,949</b>
Less: Interfund Transfers	21,784,168	14,414,436	24,445,559	12,149,815
	<b>\$ 94,411,362</b>	<b>\$ 84,785,387</b>	<b>\$ 110,226,045</b>	<b>\$ 125,339,134</b>

## FISCAL YEAR 2013



# Revenues by Source



# Property Information

## Property Values, Millage Rates and Ad Valorem Receipts

Fiscal Year 2004 through Fiscal Year 2013

Fiscal Year	Gross Taxable Valuations	Change from Previous Year	% Change	Millage Levy	Change from Previous Year	% Change	Ad Valorem Tax Revenues	Change from Previous Year	% Change
2013	\$ 3,646,122,021	\$ (245,472,105)	-6.31%	4.29580	0.3058	7.66%	\$ 15,120,750	\$ 120,050	0.80%
2012	3,891,594,126	(574,910,627)	-12.87%	3.99000	0.4900	14.00%	15,000,700	(47,600)	-0.32%
2011	4,466,504,753	(780,493,434)	-14.88%	3.50000	0.0000	0.00%	15,048,300	(2,952,500)	-16.40%
2010	5,246,998,187	(884,966,982)	-14.43%	3.50000	0.5377	18.15%	18,000,800	398,019	2.26%
2009	6,131,965,169	(877,912,252)	-12.52%	2.96230	-0.00004	0.00%	17,602,781	(2,581,559)	-12.79%
2008	7,009,877,421	769,882,932	12.34%	2.96234	-0.28766	-8.85%	20,184,340	580,534	2.96%
2007	6,239,994,489	1,795,139,561	40.39%	3.25000	-0.15000	-4.41%	19,603,806	4,971,510	33.98%
2006	4,444,854,928	1,337,273,838	43.03%	3.40000	0.00000	0.00%	14,632,296	4,424,397	43.34%
2005	3,107,581,090	703,341,979	29.25%	3.40000	0.00000	0.00%	10,207,899	2,352,376	29.95%
2004	2,404,239,111	420,498,483	21.20%	3.40000	3.40000	0.00%	7,855,523	1,315,956	20.12%

## Ad Valorem Tax History

Fiscal Year 2004 through Fiscal Year 2013



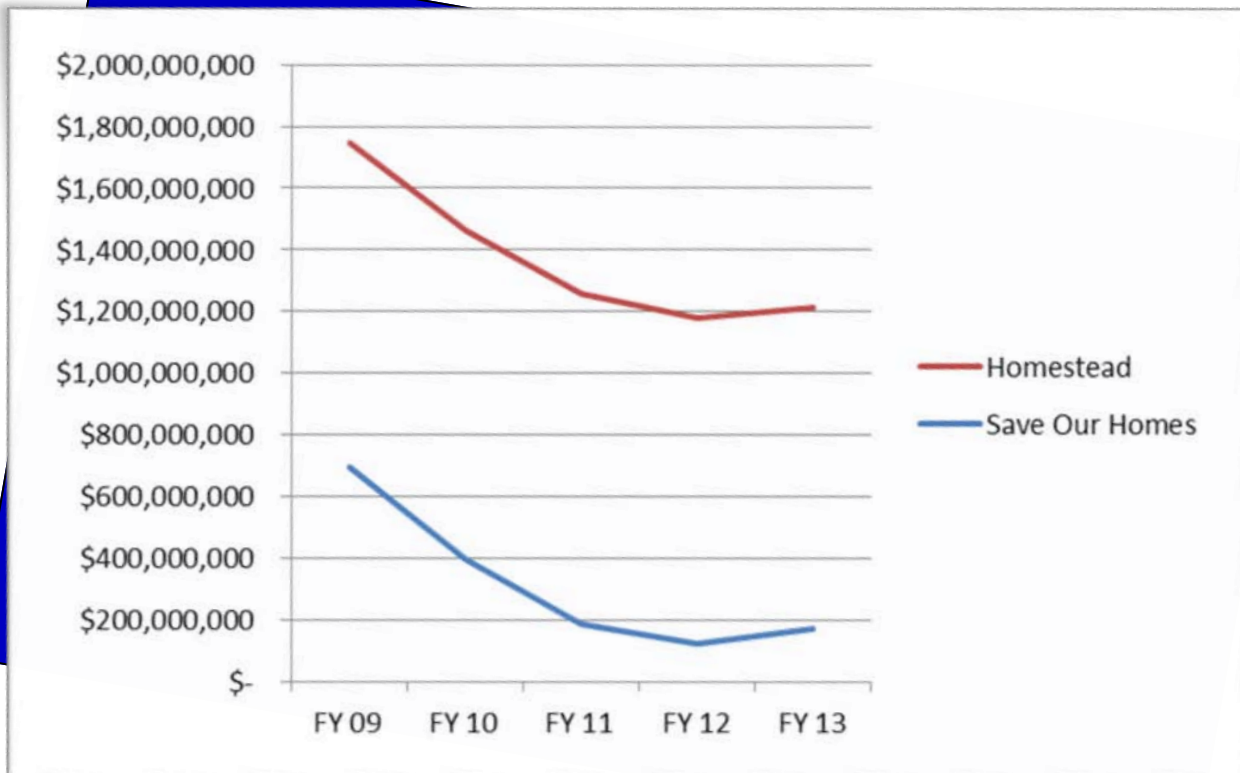
# Property Information (continued)

## Property Value and Millage Rates

### Tax Roll Recapitulation July 1, 2012

Class of Property	# of Parcels	Just Value	Assessed Value	Exempt	Taxable	Taxable Value per Parcel
Residential Vacant Land	18,227	\$ 217,742,258	\$ 217,730,444	\$ 272,410	\$ 217,458,034	11,931
Residential Single Family	31,101	3,704,427,750	3,689,958,667	1,161,106,200	2,528,852,467	81,311
Residential Mobile Homes	2	40,330	40,330	20,244	20,086	10,043
Residential Other	2,659	286,541,866	285,293,421	26,763,775	258,529,646	97,228
Commercial Vacant Land	269	98,941,276	92,674,527	878,533	91,795,994	341,249
Commercial Other	737	406,311,393	323,192,863	9,140,631	314,052,232	426,122
Industrial Vacant Land	45	6,455,150	6,455,150	-	6,455,150	143,448
Industrial Other	42	29,193,107	29,190,407	475,638	28,714,769	683,685
Agriculture	122	73,437,297	5,153,190	64,000	5,089,190	41,715
Institutional	115	205,654,011	205,492,475	178,366,378	27,126,097	235,879
Government	839	299,076,871	298,478,844	298,470,900	7,944	9
Other Real Property	236	7,304,343	7,304,343	1,061,652	6,242,691	26,452
Personal Property	-	355,481,233	355,481,233	196,990,106	158,491,127	-
CENTRALLY ASSESSED	-	2,810,835	3,454,376	-	3,286,594	-
<b>Total</b>	<b>54,394</b>	<b>\$ 5,693,417,720</b>	<b>\$ 5,519,900,270</b>	<b>\$ 1,873,610,467</b>	<b>\$ 3,646,122,021</b>	<b>67,032</b>

## Value of Exemptions



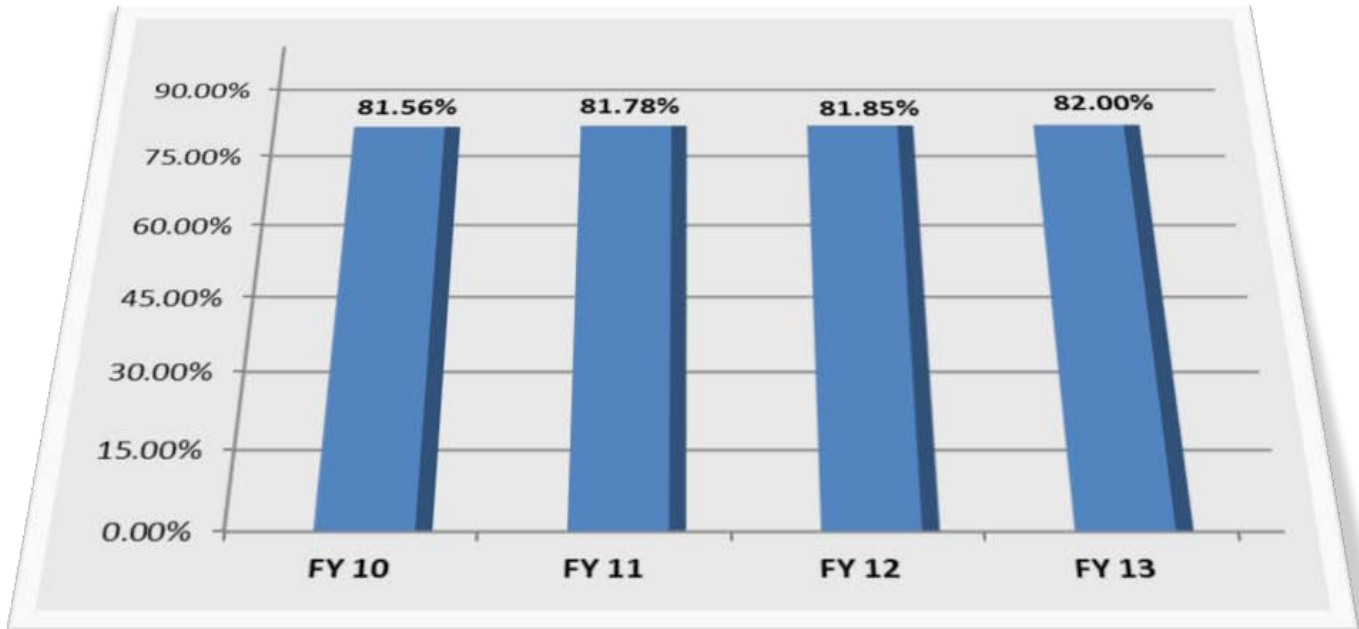


# Property Information (continued)

## Property Value Per Capita

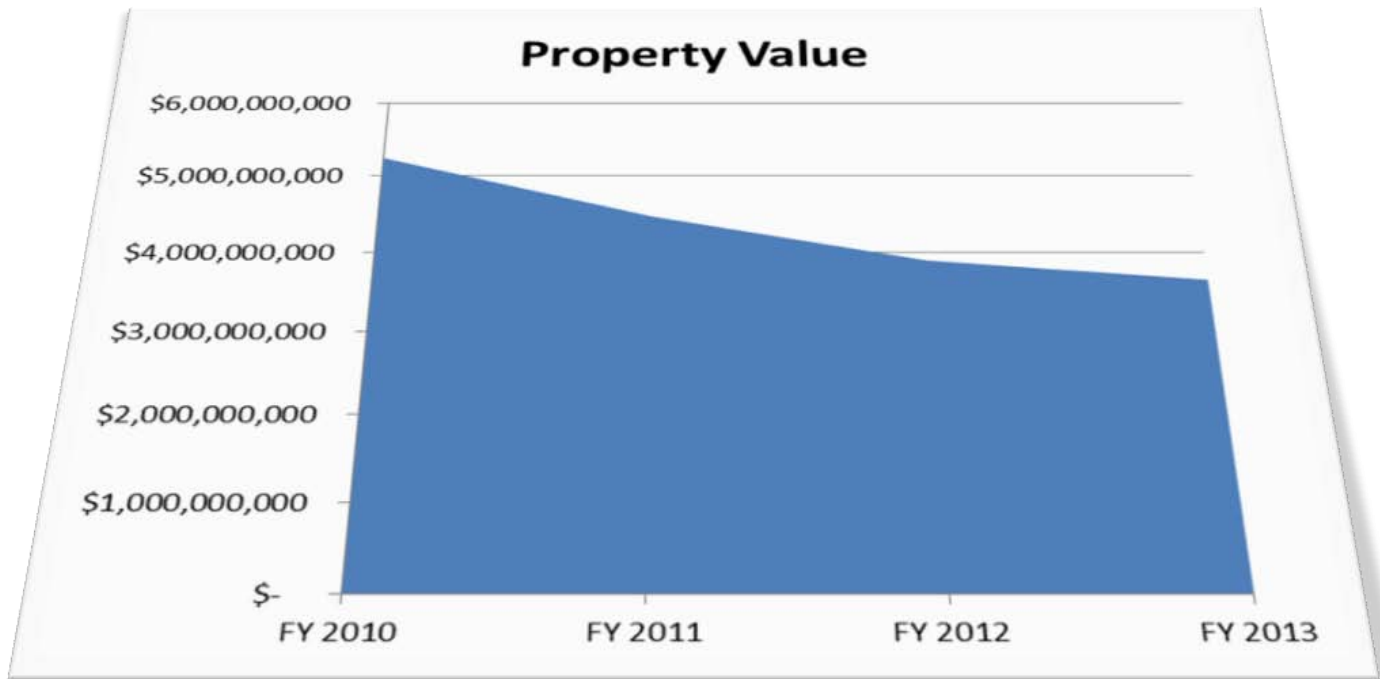
Year	Property Value	Percent Change	Population	Percent Change	Property Value Per Resident	Percent Change
2004	2,404,239,111	21.20%	42,850	20.90%	56,108	0.25%
2005	3,107,581,090	29.25%	50,484	17.82%	61,556	9.71%
2006	4,444,854,928	43.03%	58,216	15.32%	76,351	24.04%
2007	6,239,994,489	40.39%	67,832	16.52%	91,992	20.49%
2008	7,009,877,421	12.34%	70,376	3.75%	99,606	8.28%
2009	6,131,965,169	-12.52%	74,590	5.99%	82,209	-17.47%
2010	5,246,998,187	-14.43%	73,910	-0.91%	70,992	-13.64%
2011	4,466,504,753	-14.88%	74,067	0.21%	60,304	-15.06%
2012	3,891,594,126	-12.87%	75,180	1.50%	51,764	-14.16%
2013	3,646,122,021	-6.31%	76,450	1.69%	47,693	-7.86%

## Residential Property as a % of all Property

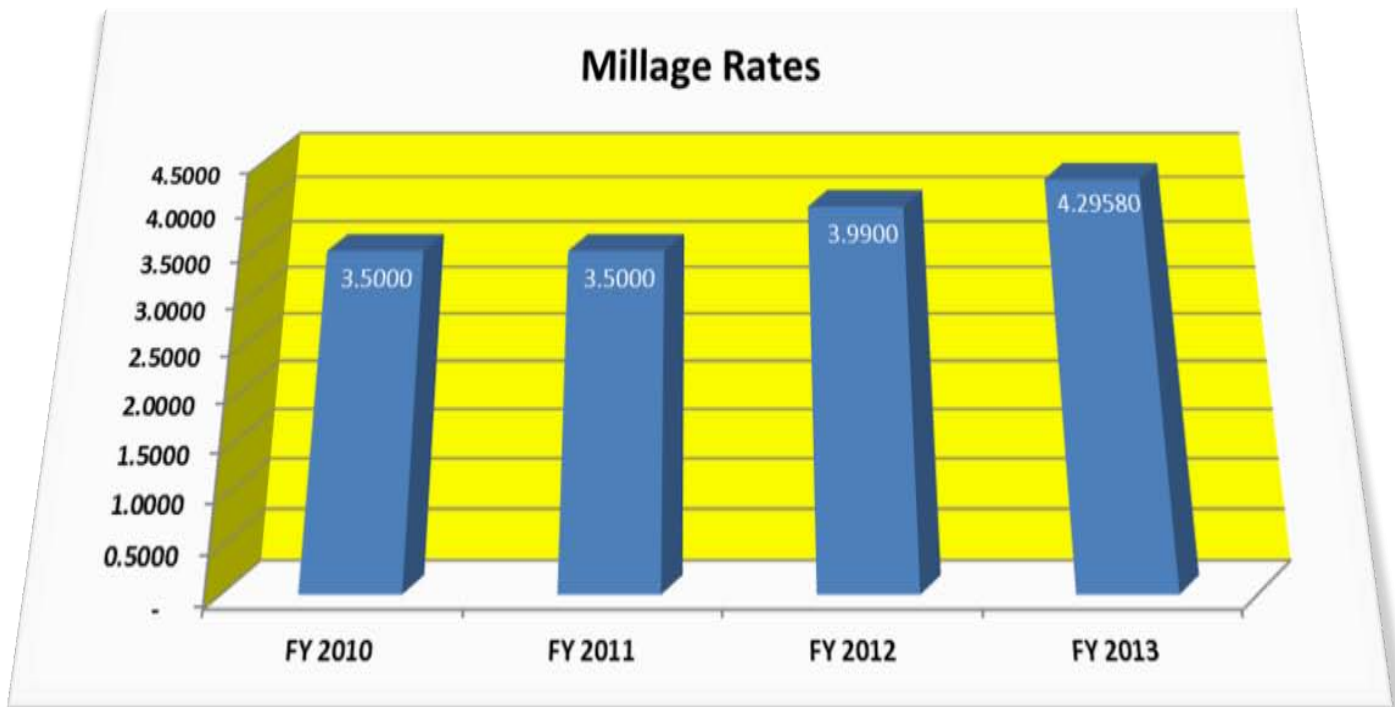


Residential property is carrying the largest burden of property taxes within the City. The City Council has identified a goal of supporting the growth and development of new and existing businesses in order to have non-residential development bear a higher portion of the property taxes. The percentage has leveled off over the last few years as the economy has significantly affected non-residential development.

# Property Information (continued)



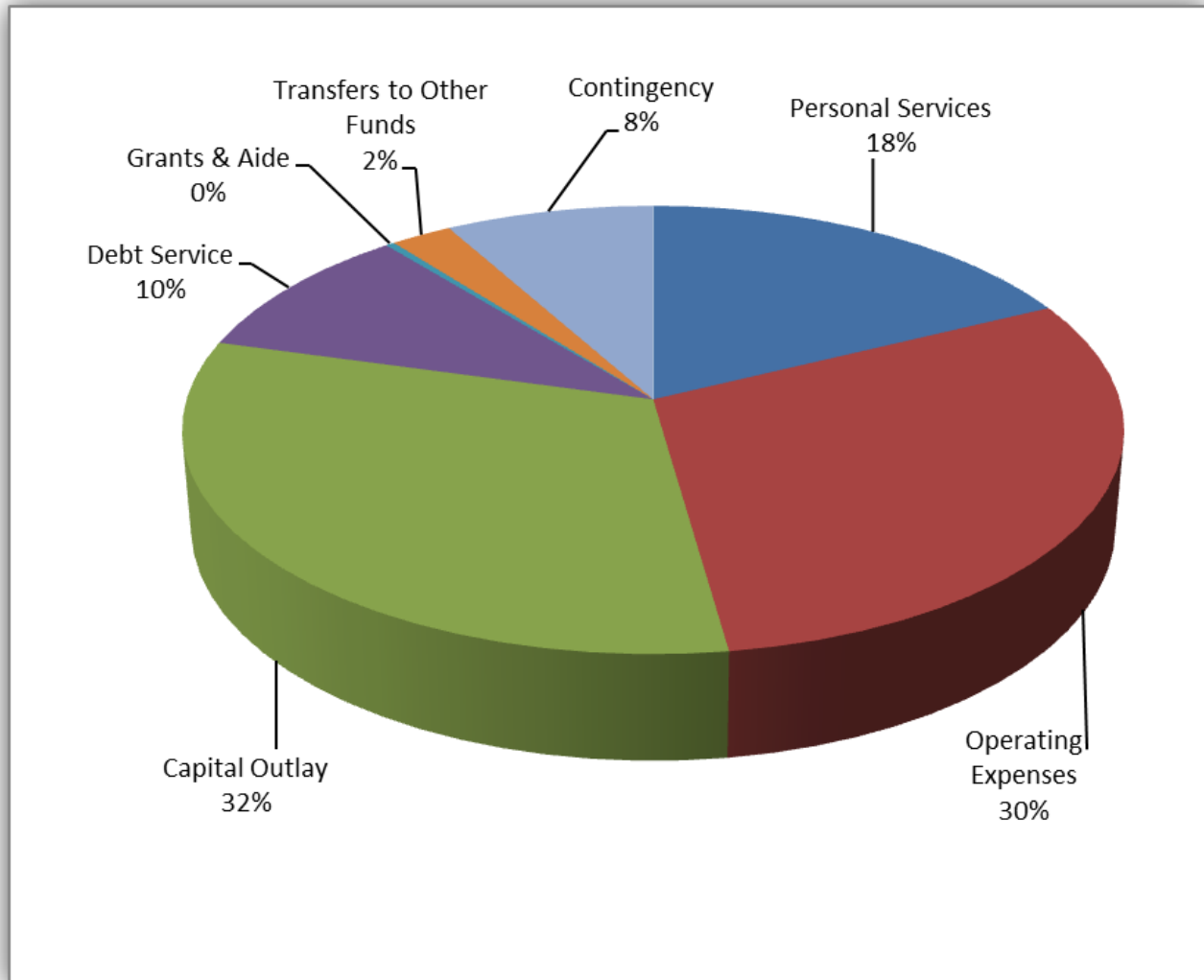
As presented in this graph, property values have shown a significant decrease since FY 2010 but have tapered off in the last two years.



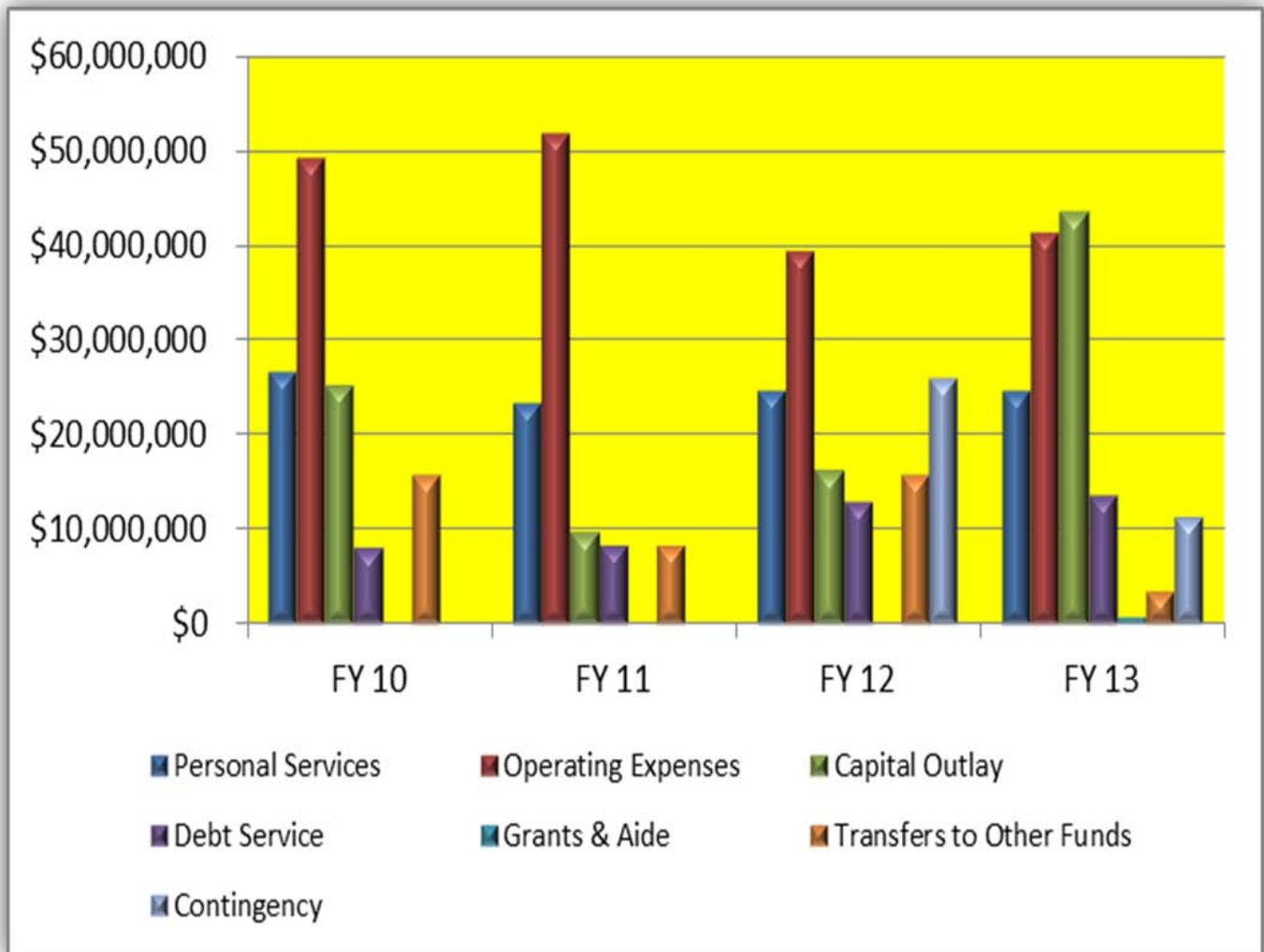
The graph above reflects a change in millage rates from fiscal year 2010 of 3.5000 to our current fiscal year at the millage rate of 4.29580.

# Expenditures by Category

CATEGORY	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Personal Services	\$26,426,014	\$23,255,106	\$24,424,176	\$24,409,177
Operating Expenses	49,047,360	51,662,589	39,276,585	41,245,255
Capital Outlay	25,166,274	9,709,974	16,282,271	43,369,070
Debt Service	7,981,573	8,150,489	12,845,249	13,469,717
Grants & Aide	230,379	179,789	420,000	478,000
Transfers to Other Funds	15,677,481	8,273,148	15,510,863	3,304,018
Contingency	-	-	25,912,460	11,213,712
<b>TOTAL</b>	<b>\$124,529,081</b>	<b>\$101,231,095</b>	<b>\$134,671,604</b>	<b>\$137,488,949</b>
Less: Interfund Transfers	21,784,168	14,414,436	24,445,559	12,149,815
	<b>\$102,744,913</b>	<b>\$86,816,659</b>	<b>\$110,226,045</b>	<b>\$125,339,134</b>

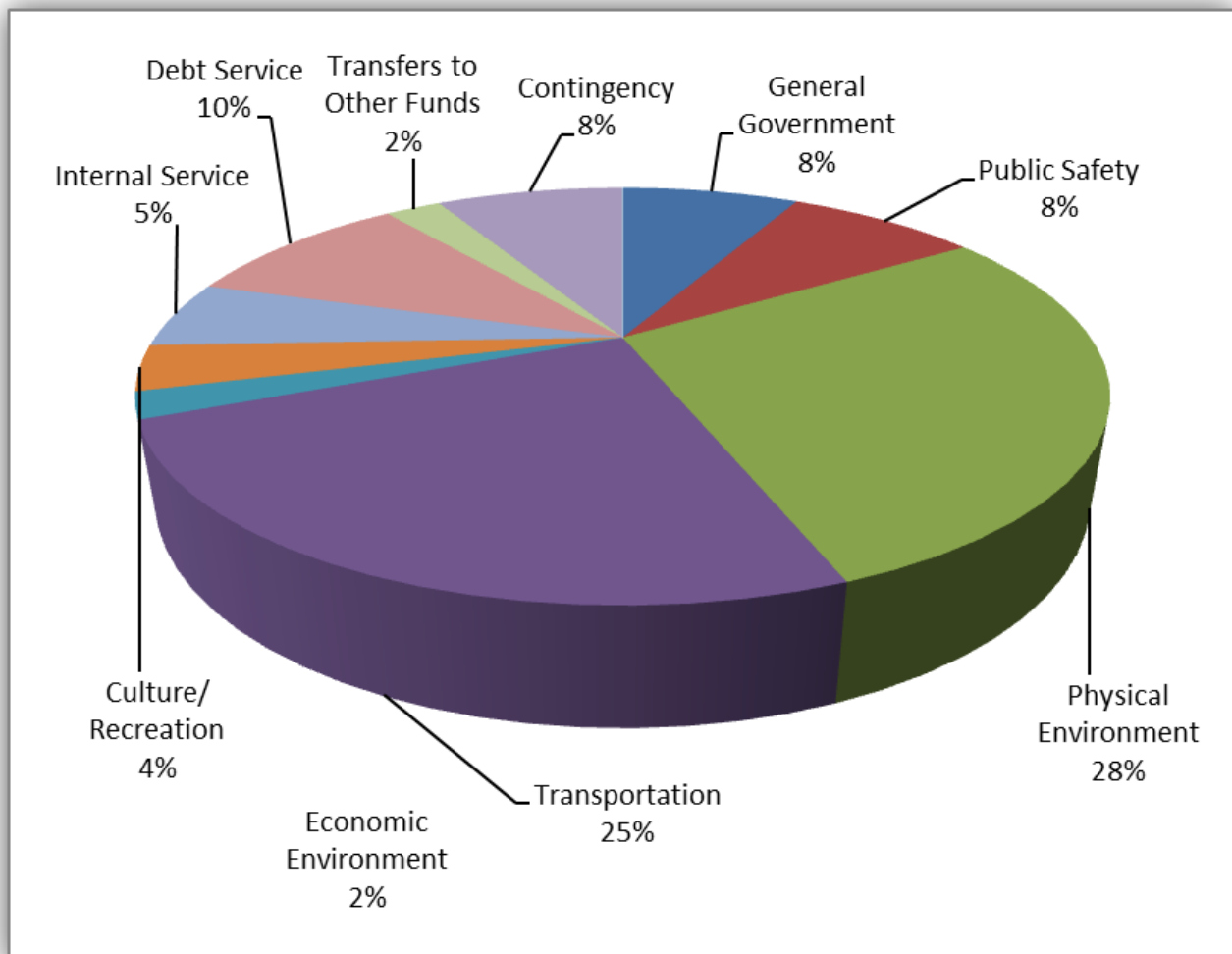


# Expenditures by Category



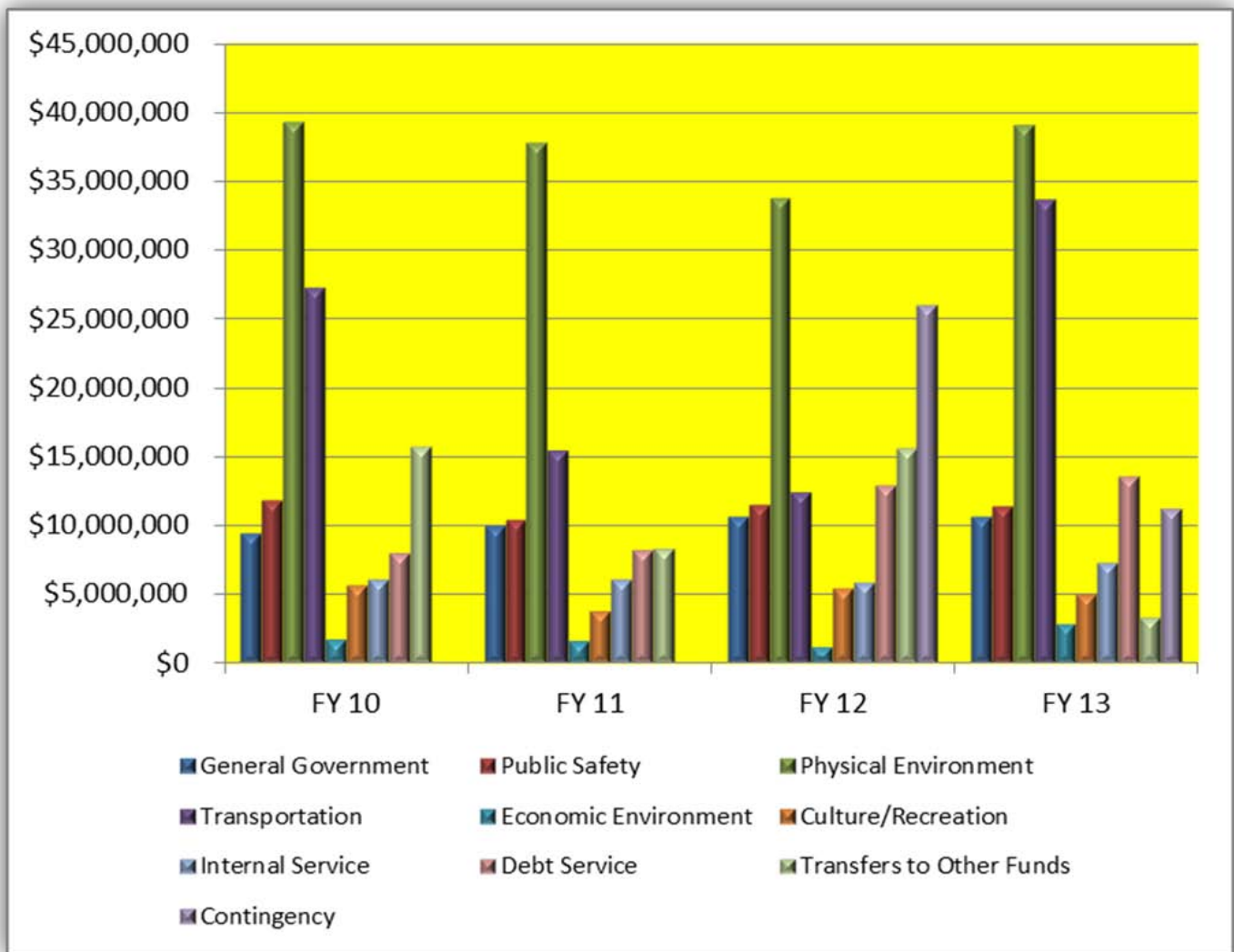
# Expenditures by Function

FUNCTION	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
General Government	\$9,338,529	\$9,900,985	\$10,551,360	\$10,584,363
Public Safety	11,809,868	10,367,343	11,388,151	11,282,695
Physical Environment	39,230,751	37,778,831	33,729,568	39,001,662
Transportation	27,206,177	15,412,473	12,390,735	33,656,189
Economic Environment	1,652,210	1,602,199	1,185,000	2,833,500
Culture/Recreation	5,602,631	3,753,008	5,339,885	4,903,700
Internal Service	6,029,861	5,992,619	5,818,333	7,239,393
Debt Service	7,981,573	8,150,489	12,845,249	13,469,717
Transfers to Other Funds	15,677,481	8,273,148	15,510,863	3,304,018
Contingency	-	-	25,912,460	11,213,712
<b>TOTAL</b>	<b>\$124,529,081</b>	<b>\$101,231,095</b>	<b>\$134,671,604</b>	<b>\$137,488,949</b>
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	<b>\$102,744,913</b>	<b>\$86,816,659</b>	<b>\$110,226,045</b>	<b>\$125,339,134</b>





# Expenditures by Function



# Personnel by Department

DEPARTMENT	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROPOSED	CHANGE
	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	
<b>GENERAL FUND</b>							
Mayor and Council	-	-	-	-	-	-	-
City Manager	3.50	3.50	3.00	2.00	2.00	2.00	-
Community Relations	6.00	6.00	3.50	2.38	2.38	1.50	(0.88)
Purchasing and Contracts Management	5.00	5.00	5.00	4.00	4.00	4.00	-
Economic Development	-	-	2.00	1.25	1.25	1.25	-
City Clerk	4.00	4.00	2.50	1.50	1.50	1.50	-
Human Resources	4.00	3.00	3.00	3.00	3.00	4.00	1.00
Law Enforcement	1.00	1.00	-	-	-	-	-
City Attorney	1.00	1.00	0.50	0.50	0.50	0.50	-
Financial Services	10.00	9.00	9.00	8.00	8.00	8.00	-
Planning	19.00	17.00	16.50	15.15	14.15	14.90	0.75
Code Enforcement	23.00	25.00	25.00	26.30	26.30	26.30	-
Fire	72.00	67.00	67.00	66.00	61.50	59.00	(2.50)
Streets	46.00	50.00	50.30	45.30	45.30	43.30	(2.00)
Facilities Maintenance	3.00	2.00	2.00	2.00	2.00	2.00	-
Parks Maintenance	12.00	12.00	12.00	12.00	12.00	13.00	1.00
Engineering	17.00	17.00	17.45	3.20	6.70	5.95	(0.75)
Recreation	26.80	27.30	25.30	23.90	19.08	19.08	-
Capital Projects	-	-	-	-	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>253.30</b>	<b>249.80</b>	<b>244.05</b>	<b>216.48</b>	<b>209.66</b>	<b>206.28</b>	<b>(3.38)</b>
<b>UTILITY FUND</b>	<b>115.50</b>	<b>115.50</b>	<b>115.20</b>	<b>113.20</b>	<b>115.20</b>	<b>116.20</b>	<b>1.00</b>
<b>SOLID WASTE FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>STORMWATER MANAGEMENT FUND</b>	<b>18.00</b>	<b>30.00</b>	<b>29.55</b>	<b>35.55</b>	<b>30.05</b>	<b>30.05</b>	<b>-</b>
<b>BUILDING PERMITS &amp; INSPECTIONS</b>	<b>24.00</b>	<b>20.00</b>	<b>18.00</b>	<b>15.40</b>	<b>15.40</b>	<b>13.40</b>	<b>(2.00)</b>
<b>TENNIS CENTER FUND</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INFORMATION TECHNOLOGY AND COMMUNICATIONS</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>-</b>
<b>FLEET MANAGEMENT FUND</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<b>FULL-TIME EQUIVALENT POSITIONS</b>	<b>431.30</b>	<b>435.80</b>	<b>428.30</b>	<b>396.13</b>	<b>385.81</b>	<b>382.43</b>	<b>(3.38)</b>

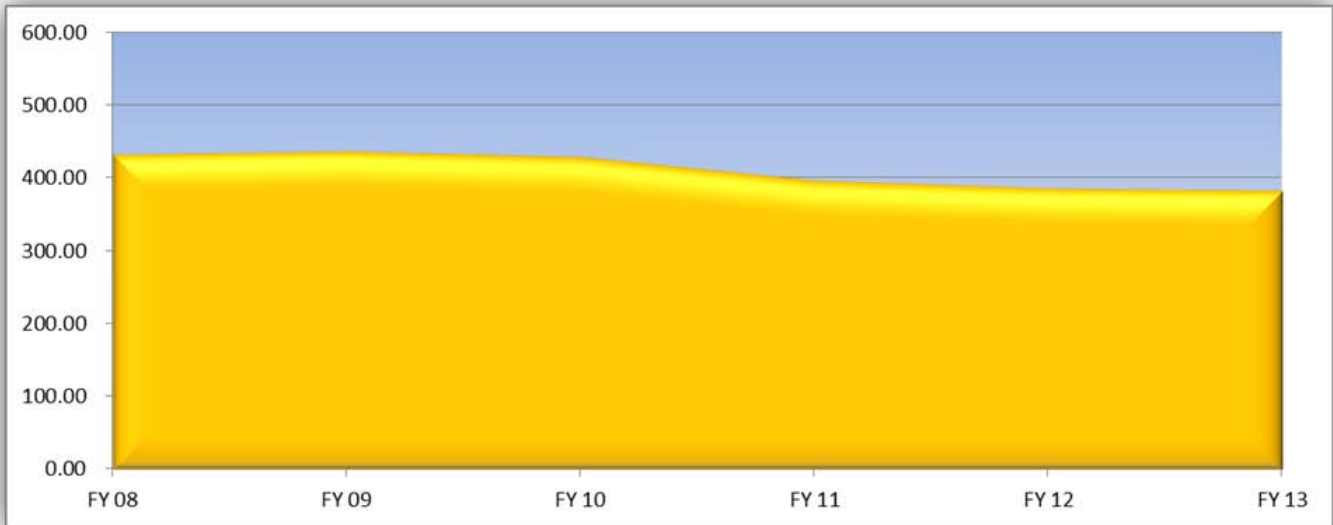
# Personnel by Department

## Per 1,000 Population

DEPARTMENT	ACTUAL FY 08	ACTUAL FY 09	ACTUAL FY 10	ACTUAL FY 11	ACTUAL FY 12	PROPOSED FY 13
<b>Population</b>	<b>74,590</b>	<b>73,910</b>	<b>74,067</b>	<b>75,180</b>	<b>75,617</b>	<b>76,450</b>
<b>GENERAL FUND</b>						
Mayor and Council	-	-	-	-	-	-
City Manager	0.05	0.05	0.04	0.03	0.03	0.03
Community Relations	0.08	0.08	0.05	0.03	0.03	0.02
Purchasing and Contracts Management	0.07	0.07	0.07	0.05	0.05	0.05
Economic Development	-	-	0.03	0.02	0.02	0.02
City Clerk	0.05	0.05	0.03	0.02	0.02	0.02
Human Resources	0.05	0.04	0.04	0.04	0.04	0.05
Law Enforcement	0.01	0.01	-	-	-	-
City Attorney	0.01	0.01	0.01	0.01	0.01	0.01
Financial Services	0.13	0.12	0.12	0.11	0.11	0.10
Planning	0.25	0.23	0.22	0.20	0.19	0.19
Code Enforcement	0.31	0.34	0.34	0.35	0.35	0.34
Fire	0.97	0.91	0.90	0.88	0.81	0.77
Streets	0.62	0.68	0.68	0.60	0.60	0.57
Facilities Maintenance	0.04	0.03	0.03	0.03	0.03	0.03
Parks Maintenance	0.16	0.16	0.16	0.16	0.16	0.17
Engineering	0.23	0.23	0.24	0.04	0.09	0.08
Recreation	0.36	0.37	0.34	0.32	0.25	0.25
Capital Projects	-	-	-	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>3.39</b>	<b>3.38</b>	<b>3.30</b>	<b>2.89</b>	<b>2.79</b>	<b>2.70</b>
<b>UTILITY FUND</b>	<b>1.55</b>	<b>1.56</b>	<b>1.56</b>	<b>1.51</b>	<b>1.52</b>	<b>1.52</b>
<b>SOLID WASTE FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>STORMWATER MANAGEMENT FUND</b>	<b>0.24</b>	<b>0.41</b>	<b>0.40</b>	<b>0.47</b>	<b>0.40</b>	<b>0.39</b>
<b>BUILDING PERMITS &amp; INSPECTIONS</b>	<b>0.32</b>	<b>0.27</b>	<b>0.24</b>	<b>0.20</b>	<b>0.20</b>	<b>0.18</b>
<b>TENNIS CENTER FUND</b>	<b>0.04</b>	<b>0.04</b>	<b>0.05</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INFORMATION TECHNOLOGY AND COMMUNICATIONS</b>	<b>0.19</b>	<b>0.20</b>	<b>0.20</b>	<b>0.17</b>	<b>0.17</b>	<b>0.16</b>
<b>FLEET MANAGEMENT FUND</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.04</b>	<b>0.05</b>
<b>FULL-TIME EQUIVALENT POSITIONS</b>	<b>5.77</b>	<b>5.90</b>	<b>5.79</b>	<b>5.28</b>	<b>5.12</b>	<b>5.00</b>

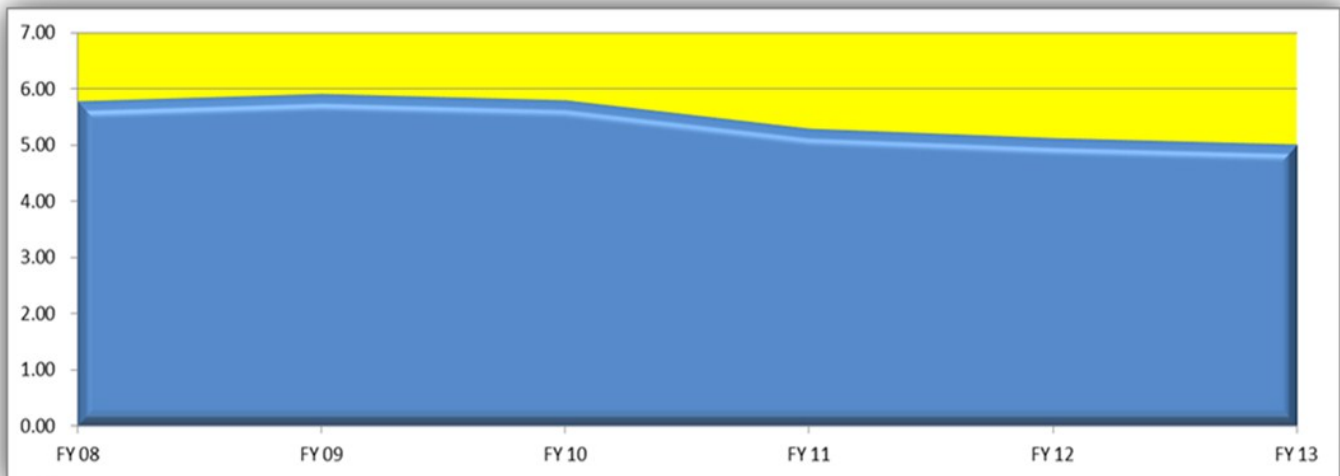
# Personnel

## Total



The number of City personnel (full time equivalent) has seen a decrease of approximately 12% since fiscal year 2008 from 431 in 2008 to 382 in 2013.

## Per 1,000 Population



The number of City personnel (full time equivalent) per 1,000 citizens reflects a decrease from 5.77 in fiscal year 2008 to 5.12 in fiscal year 2012.

# Personnel Pay Plan

This plan has a salary range established for each position in the City with the exception of the City Manager. The pay plan includes an annual adjustment that occurs each year on January 1, based on the prior June 30 Consumer Price Index (CPI). The annual pay plan adjustment for 2011 was 1.1%, but only employees whose pay fell below the average wage for Flagler County actually received the increase. There were about 100 employees in this category. There was no pay plan annual adjustment for 2012

Because of the weak economy and declining revenues, there were no merit increases for

fiscal year 2011 or 2012. Included in this budget for 2013 is the reinstatement of both the annual adjustment and merit increase program.

The annual adjustment reflected in the table below is 1.7%, and will go into effect on January 1, 2013. Merit increases, based on employee performance, range from 0% to 5%, with a department average capped at 2%.

Below is the pay scale for fiscal year 2013. The amounts shown are annual salaries. In the detail section of this budget there is a Personnel Roster for each department. The pay grade for each position is shown on this roster.

Paygrade	2013 Minimum	2013 1st Quartile	2013 Mid-Point	2013 3rd Quartile	2013 MAX
2	22,432	25,230	28,029	28,404	33,626
4	24,729	27,811	30,892	31,305	37,053
5	26,043	29,252	32,462	32,897	38,880
6	27,356	30,745	34,134	34,591	40,913
7	28,669	32,238	35,807	36,286	42,946
8	30,092	33,840	37,589	38,092	45,087
9	31,279	35,208	39,136	39,659	46,993
10	32,795	36,928	41,062	41,610	49,331
11	34,418	38,757	43,096	43,672	51,775
12	36,150	40,694	45,239	45,843	54,329
13	37,990	42,766	47,541	48,176	57,093
14	40,695	45,805	50,914	51,594	61,134
15	43,509	48,979	54,447	55,175	65,386
16	46,541	52,394	58,080	58,858	69,957
17	49,787	56,052	62,317	63,149	74,847
18	53,250	59,952	66,653	67,543	80,056
19	57,039	64,202	71,366	72,319	85,693
20	61,044	68,695	76,346	77,367	91,649
22	73,815	83,084	92,353	93,587	110,891
23	81,176	92,729	104,283	115,837	127,880



# Long-Term Debt

The City of Palm Coast has limited debt, both because of City Charter restrictions and a pay-as-you-go philosophy of the City Council. The City Charter states that “unfunded multiyear contracts, the repayment of which: extends in excess of 36 months; or exceeds \$15 million” must be approved by the electorate of the City.

The rate covenant for the Utility System Revenue Bonds provides that net revenues must be sufficient to pay 110% of the bond debt service requirement for the year or 105% and 120% when impact fees are included. The City has no other legal debt limits.

## Long-Term Debt Outstanding

Issue	Final Maturity	Original Amount	Principal Outstanding at 09/30/12
Lease Purchases	2019	\$ 764,145	\$ 273,157
Bank Loans	2025	13,000,000	11,702,000
State Revolving Fund Loans	2030	38,402,896	29,198,491
Utility System Revenue Bonds	2036	146,490,000	129,690,000
<b>Totals</b>		<b>\$ 198,657,041</b>	<b>\$ 170,863,649</b>

## Total Long-Term Debt

Year	Principal	Interest	Total
2013	\$ 4,982,124	\$ 7,118,968	\$ 12,101,091
2014	6,018,770	6,920,230	12,939,000
2015	6,201,545	6,684,404	12,885,950
2016	6,421,519	6,444,751	12,866,271
2017	6,647,140	6,190,477	12,837,618
2018-2022	37,346,754	26,564,941	63,911,695
2023-2027	40,682,170	18,221,749	58,903,919
2028-2032	37,103,626	9,592,569	46,696,195
2033-2037	25,460,000	1,559,513	27,019,513
<b>Totals:</b>	<b>\$ 170,863,649</b>	<b>\$ 89,297,603</b>	<b>\$ 260,161,251</b>



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# BUDGET DETAIL

*Find Your Florida*



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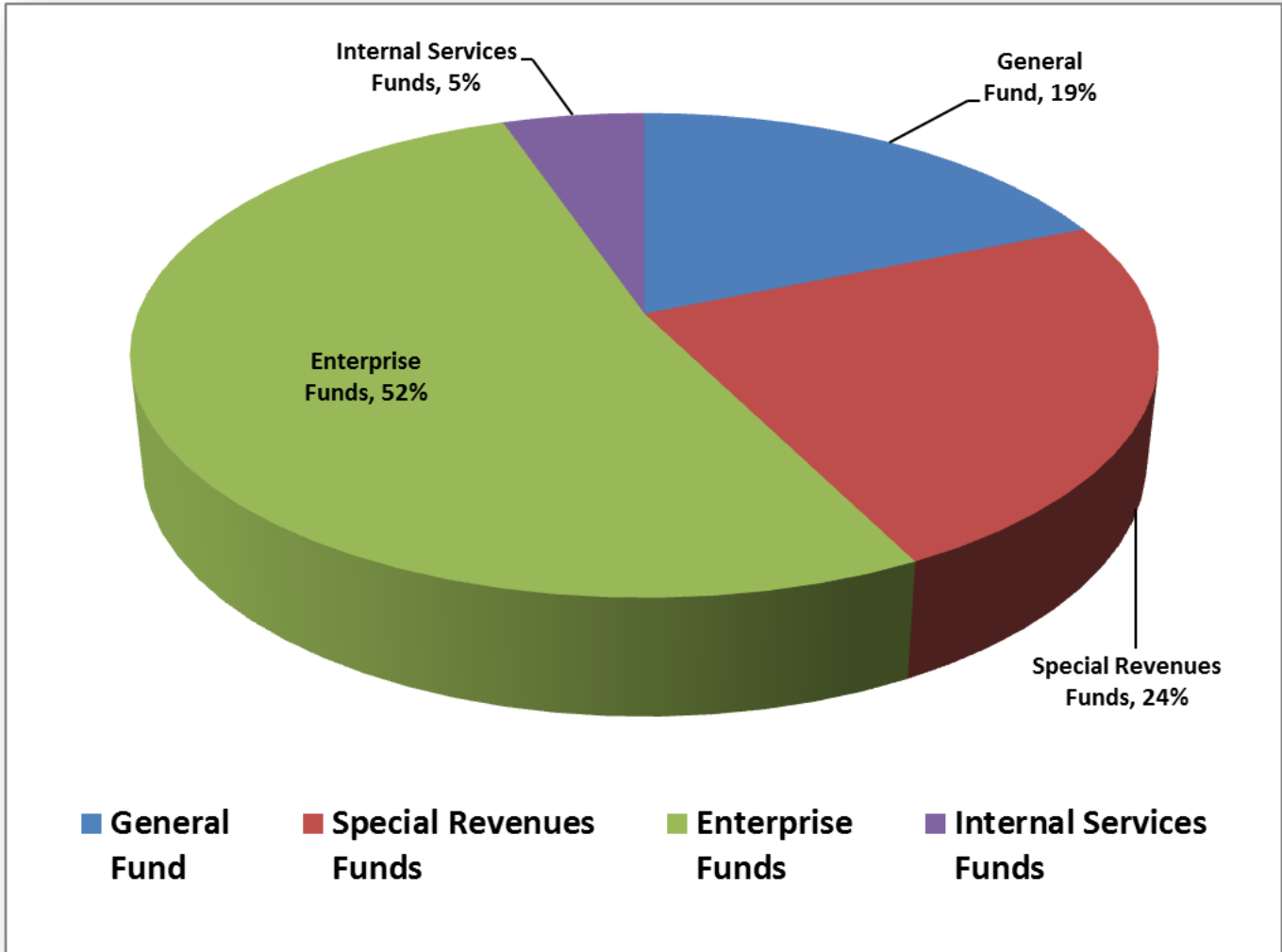
# Budget Detail

The Budget Detail gives more information on the budget, than is shown in the Executive Summary. Detail information is provided on the General Fund, Special Revenue Funds, Enterprise Funds, and Internal Service Funds.

<b>FUND/DEPARTMENT</b>	<b>Proposed FY 13</b>
<b>Total General Fund</b>	\$ 25,790,398
<b>Special Revenues Funds</b>	
CDBG fund	1,078,500
Police Education Fund	31,765
Police Automation Fund	312,660
Distaster Reserve Fund	2,198,484
Recycling Revenue Fund	405,400
Streets Improvement Fund	17,889,472
Park Impact Fee Fund	453,774
Fire Impact Fee Fund	143,245
Development Special Projects Fund	1,305,577
Transportation Impact Fee Fund	574,100
Neighborhood Stabilization Fund	1,900,000
Old Kings Road Special Assessment Fund	264,200
BAC Fund	60,225
SR100 Community Redevelopment Fund	5,735,844
Capital Projects Fund	339,302
<b>Enterprise Funds</b>	
Utility Fund	29,880,644
Utility Capital Projects Fund	20,540,254
Solid Waste Fund	7,400,000
Stomwater Management Fund	7,745,292
Building Permits & Inspections Fund	1,398,961
Golf Course Fund	1,618,881
Tennis Center Fund	304,278
Information Technology & Comm Fund	2,878,300
<b>Internal Services Funds</b>	
Self Insured Health Fund	3,169,350
Fleet Management Fund	4,070,043
<b>Subtotal Budget All Funds</b>	\$ 137,488,949
Less: Interfund Transfers	12,149,815
<b>Total</b>	<b>\$ 125,339,134</b>



# Budget Overview by Fund Type

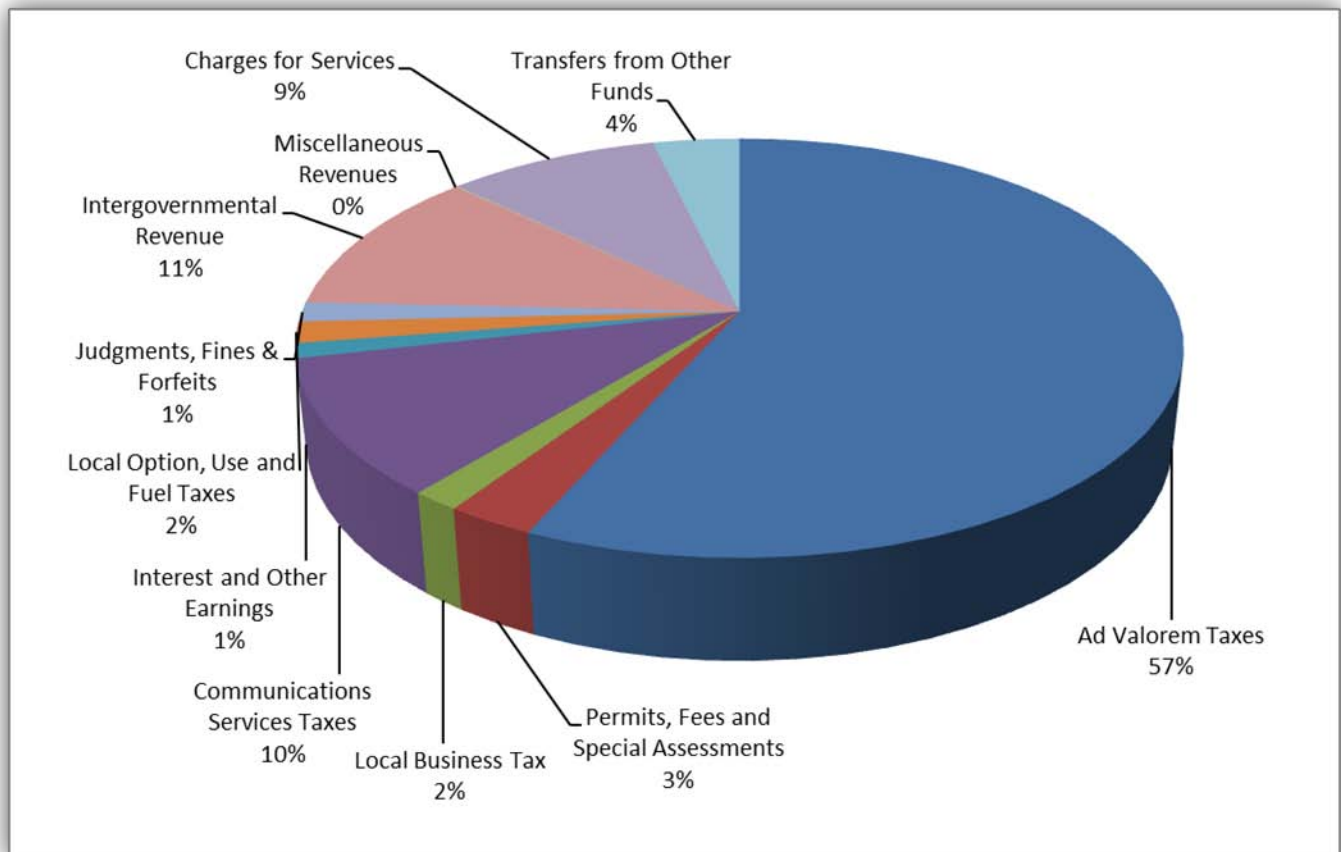


<b>Total All Funds</b>			
\$137,488,949			
<b>General Fund</b>	<b>Special Revenues Funds</b>	<b>Enterprise Funds</b>	<b>Internal Services Funds</b>
\$ 25,790,398	\$ 32,692,548	\$ 71,766,610	\$ 7,239,393
19%	24%	52%	5%

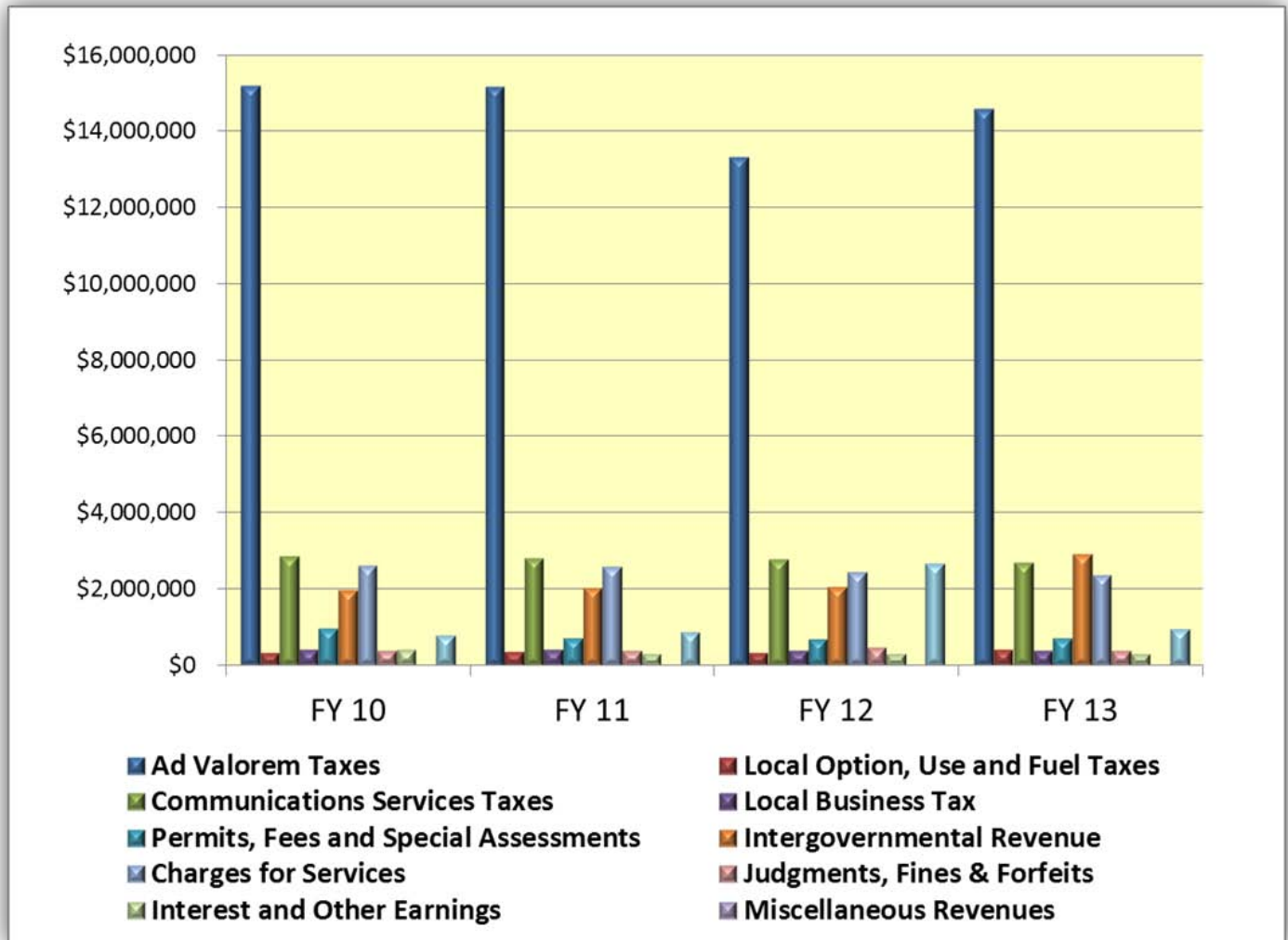
# General Fund Revenues by Source

SOURCE	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Ad Valorem Taxes	\$15,197,133	\$15,181,152	\$13,344,824	\$14,610,000
Local Option, Use and Fuel Taxes	339,247	359,374	342,000	425,000
Communications Services Taxes	2,858,825	2,793,952	2,775,000	2,700,000
Local Business Tax	404,685	414,385	394,000	395,000
Permits, Fees and Special Assessments	965,554	719,156	695,000	715,000
Intergovernmental Revenue	1,967,829	2,022,042	2,051,100	2,921,988
Charges for Services	2,615,059	2,590,801	2,449,346	2,360,243
Judgments, Fines & Forfeits	387,000	382,396	478,264	389,000
Interest and Other Earnings	426,066	303,830	295,000	295,000
Miscellaneous Revenues	59,387	38,790	30,125	17,191
Transfers from Other Funds	785,401	876,828	2,660,404	961,976
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$26,006,186</b>	<b>\$25,682,706</b>	<b>\$25,515,063</b>	<b>\$25,790,398</b>

## FISCAL YEAR 2013



# General Fund Revenues by Source

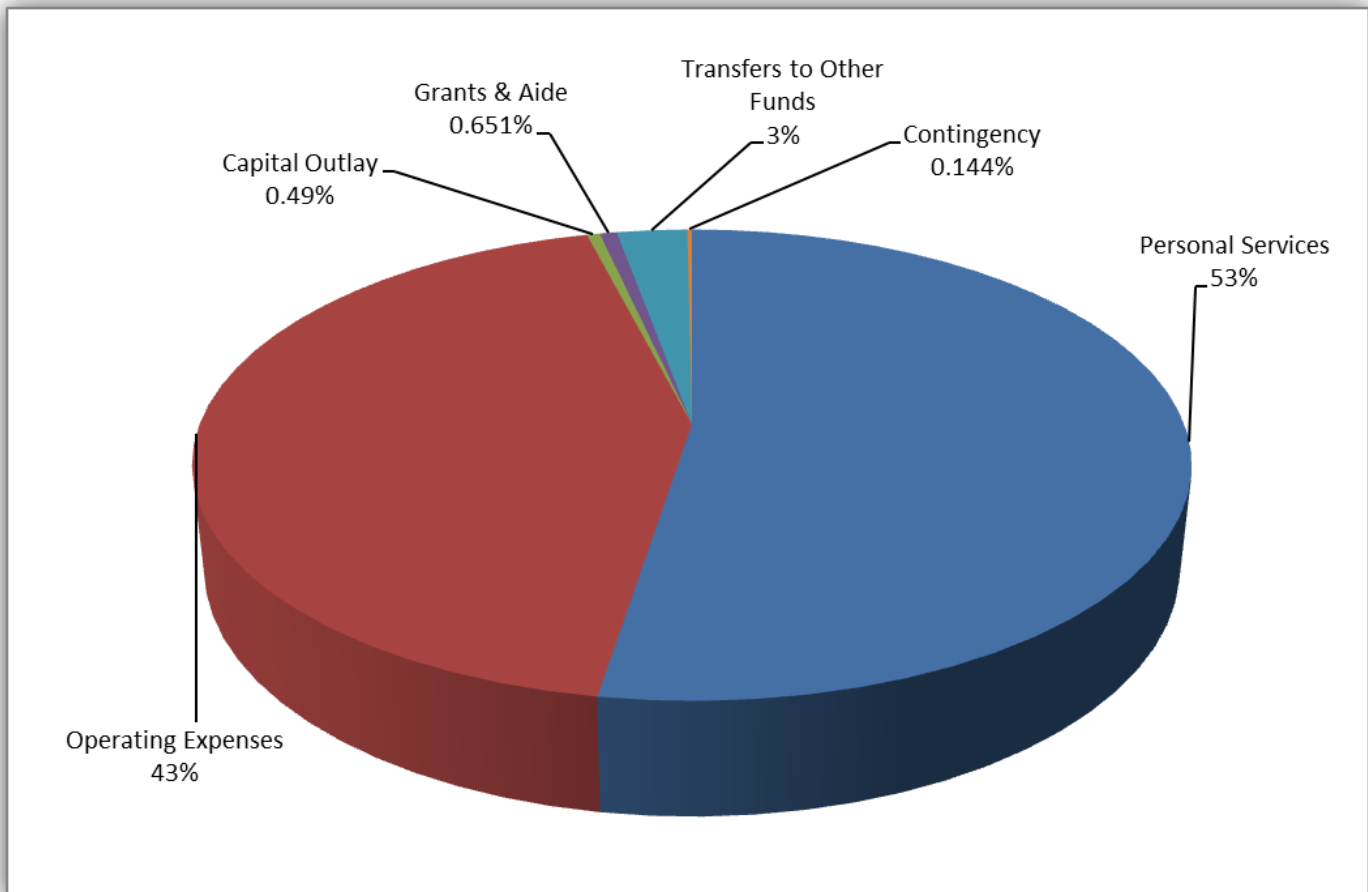


Property taxes are the single largest revenue source for the general fund. The total property taxes in the general fund declined during fiscal year 2012 due to a portion of the overall millage (.45 mills) being dedicated to Stormwater capital projects.

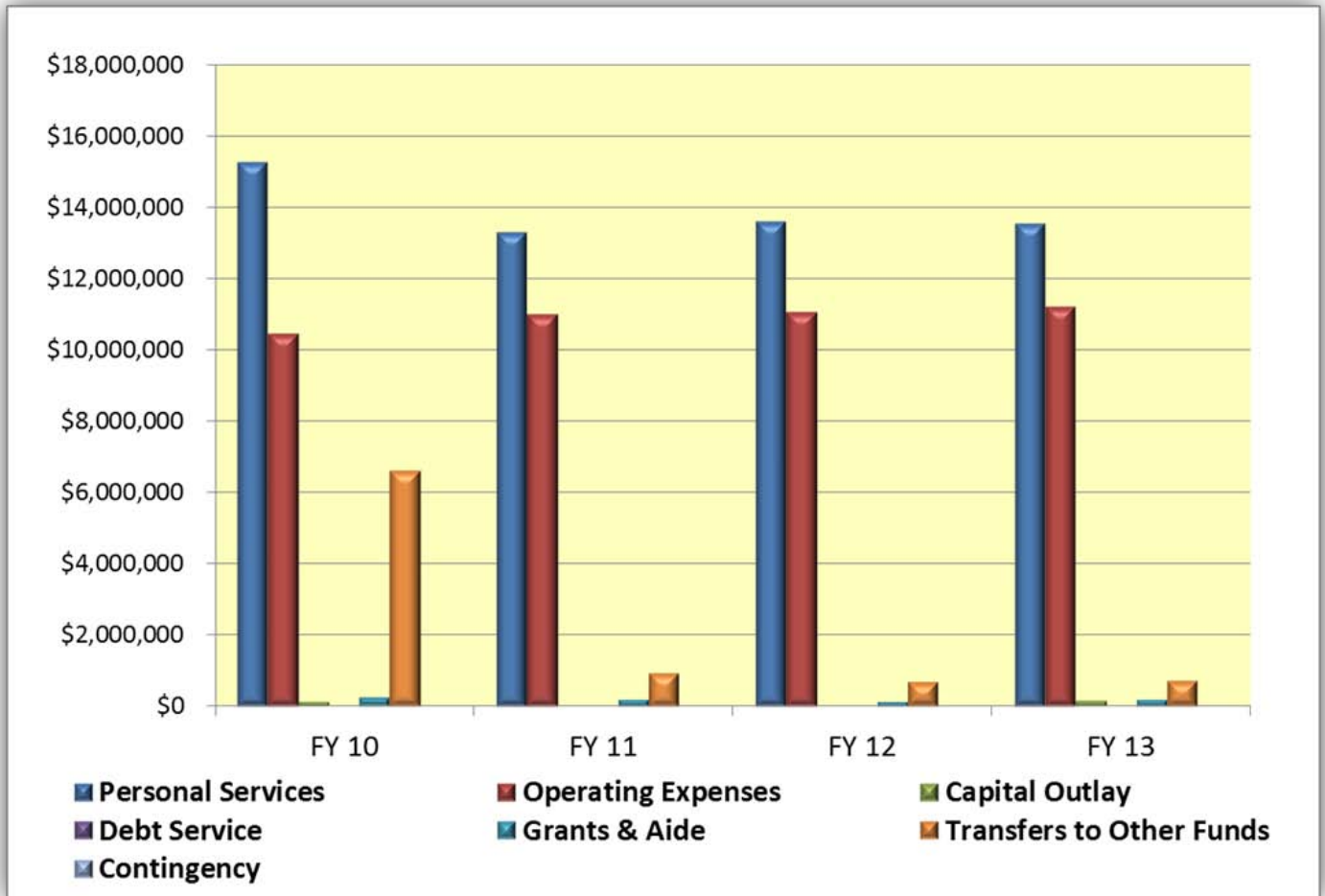
# General Fund Expenditures by Category

CATEGORY	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13
Personal Services	\$15,280,804	\$13,291,510	\$13,618,924	\$13,551,417
Operating Expenses	10,451,965	11,001,130	11,063,782	11,203,356
Capital Outlay	101,891	8,183	36,483	127,625
Debt Service	39,480	26,320	-	-
Grants & Aide	220,379	169,789	110,000	168,000
Transfers to Other Funds	6,587,620	922,016	685,874	696,000
Contingency	-	-	-	44,000
<b>TOTAL</b>	<b>\$32,682,139</b>	<b>\$25,418,948</b>	<b>\$25,515,063</b>	<b>\$25,790,398</b>

## FISCAL YEAR 2013



# General Fund Expenditures by Category



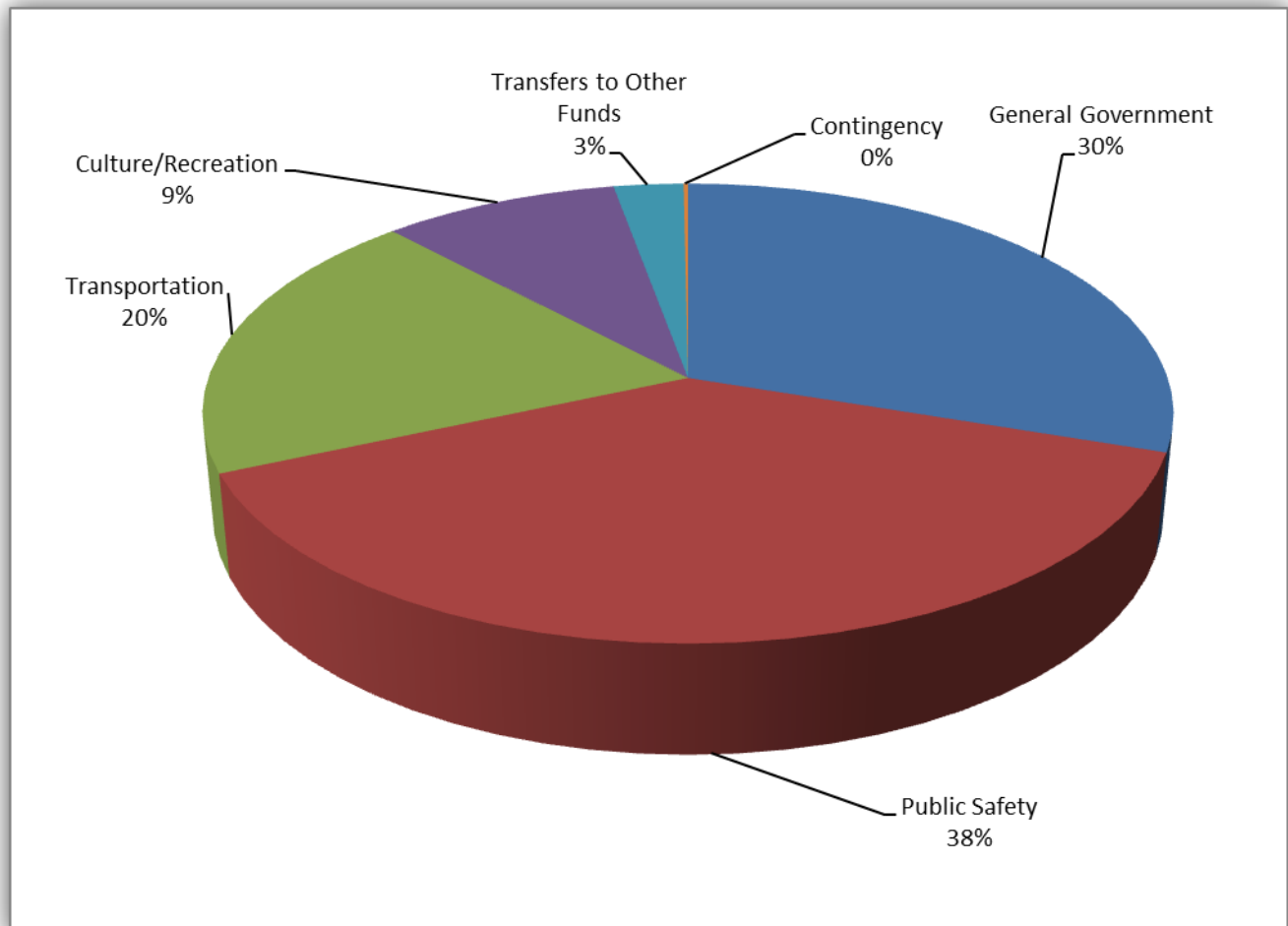
Overall general fund expenses have stabilized after a major restructuring in fiscal year 2010. This was in response to economic conditions in the city.



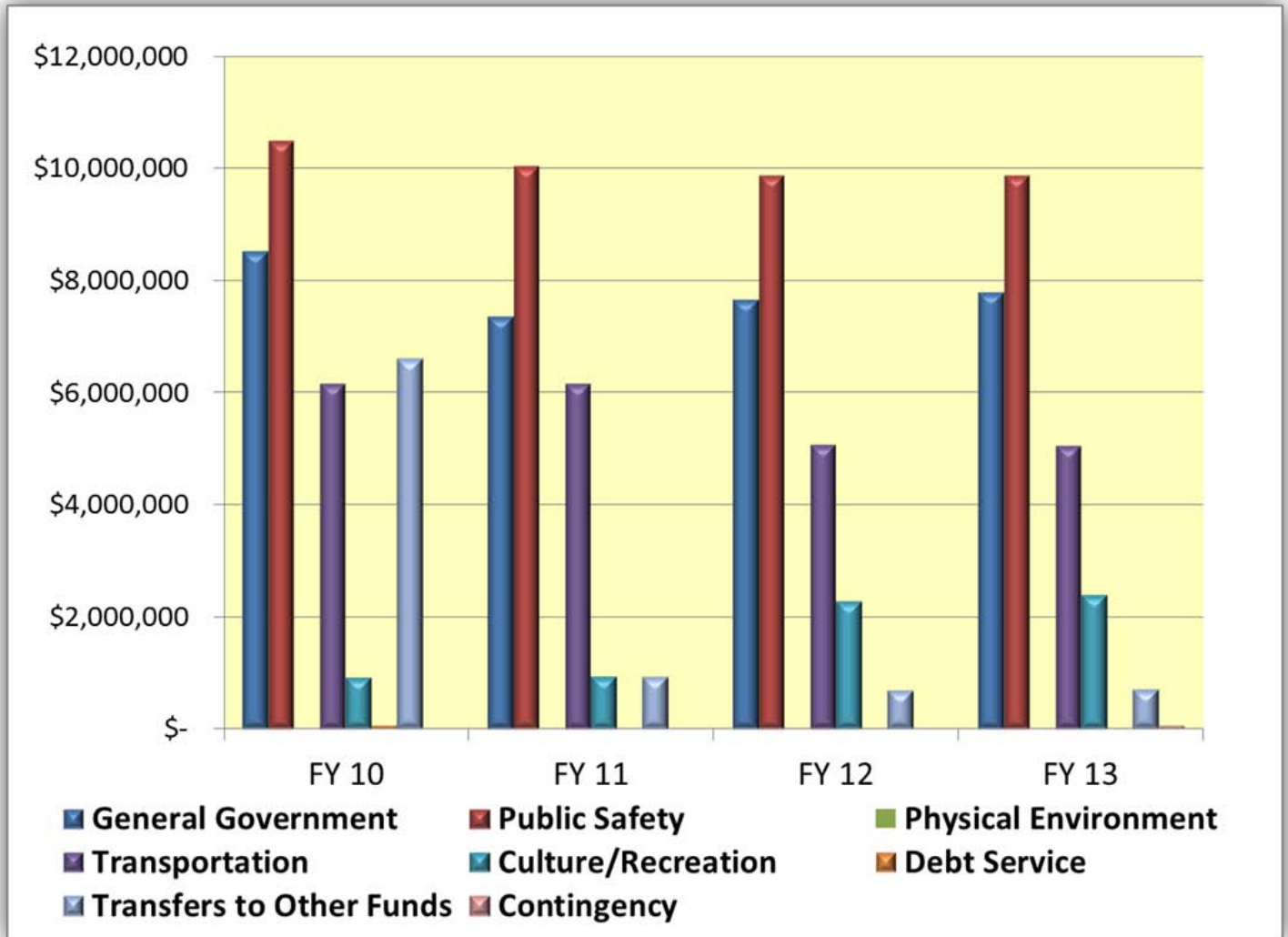
# General Fund Expenditures by Function

<b>FUNCTION</b>	<b>Actual FY 10</b>	<b>Actual FY 11</b>	<b>Projected FY 12</b>	<b>Proposed FY 13</b>
General Government	\$ 8,501,636	\$ 7,341,262	\$ 7,642,857	\$ 7,768,495
Public Safety	10,496,847	10,048,116	9,883,250	9,883,734
Physical Environment	-	-	-	-
Transportation	6,150,176	6,153,687	5,049,743	5,032,678
Culture/Recreation	906,380	927,547	2,253,339	2,365,491
Debt Service	39,480	26,320	-	-
Transfers to Other Funds	6,587,620	922,016	685,874	696,000
Contingency	-	-	-	44,000
<b>TOTAL</b>	<b>\$ 32,682,139</b>	<b>\$ 25,418,948</b>	<b>\$ 25,515,063</b>	<b>\$ 25,790,398</b>

## FISCAL YEAR 2013



# General Fund Expenditures by Function



# CDBG Fund

The purpose of this fund is to account for a Community Development Block Grant, residential housing rehabilitation program as well as the expenditures for the CDBG entitlement program.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 75,000	\$ 1,078,500
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 1,078,500</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	75,000	918,500
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	160,000
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ 1,078,500</b>

# Police Education Fund

The purpose of this fund is to account for the revenue and expenditures associated with police officer education. Revenues represent a portion of the collections from fines and forfeitures.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Judgments, Fines & Forfeits	\$ 7,024	\$ 7,961	\$ 5,000	\$ 6,900	\$ 7,200
Interest and Other Earnings	990	91	300	60	65
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	17,500	17,594	24,500
<b>TOTAL</b>	<b>\$ 8,014</b>	<b>\$ 8,052</b>	<b>\$ 22,800</b>	<b>\$ 24,554</b>	<b>\$ 31,765</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	21,314	18,135	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	22,800	24,554	31,765
<b>TOTAL</b>	<b>\$ 21,314</b>	<b>\$ 18,135</b>	<b>\$ 22,800</b>	<b>\$ 24,554</b>	<b>\$ 31,765</b>

# Police Automation Fund

The purpose of this fund is to account for the revenue and expenditures associated with the acquisition and upgrade of the technology of existing police equipment. Revenues represent a portion of the collections from fines and forfeitures.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Judgments, Fines & Forfeits	\$ 22,119	\$ 25,167	\$ 19,500	\$ 21,000	\$ 22,000
Interest and Other Earnings	5,686	1,587	2,600	850	900
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	272,400	267,910	289,760
<b>TOTAL</b>	<b>\$ 27,805</b>	<b>\$ 26,754</b>	<b>\$ 294,500</b>	<b>\$ 289,760</b>	<b>\$ 312,660</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY10	FY11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	294,500	289,760	312,660
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 294,500</b>	<b>\$ 289,760</b>	<b>\$ 312,660</b>



# Disaster Reserve Fund

The purpose of this fund is to establish a reserve to cover the potential costs of a hurricane or other disaster.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Interest and Other Earnings	43,157	12,370	21,000	7,000	7,500
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	2,210,500	2,183,984	2,190,984
<b>TOTAL</b>	<b>\$ 43,157</b>	<b>\$ 12,370</b>	<b>\$ 2,231,500</b>	<b>\$ 2,190,984</b>	<b>\$ 2,198,484</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,621	-	-	-	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	2,231,500	2,190,984	2,198,484
<b>TOTAL</b>	<b>\$ 1,621</b>	<b>\$ -</b>	<b>\$ 2,231,500</b>	<b>\$ 2,190,984</b>	<b>\$ 2,198,484</b>

# Recycling Revenue Fund

The purpose of this fund is to account for the receipt and expenditure of money received from the sale of recyclable materials collected as a part of the solid waste program. This fund is also used to account for the results of special events within the community.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Intergovernmental Revenue	\$ 48,023	\$ 9,998	\$ -	\$ 33,600	\$ 25,000
Charges for Services	85,540	347,788	78,600	245,000	255,000
Interest and Other Earnings	6,204	1,930	1,600	1,200	1,400
Miscellaneous Revenues	31,578	6,555	230,000	116,000	124,000
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 171,345</b>	<b>\$ 366,271</b>	<b>\$ 310,200</b>	<b>\$ 395,800</b>	<b>\$ 405,400</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	129,415	257,688	124,700	304,850	314,050
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	185,500	90,950	91,350
<b>TOTAL</b>	<b>\$ 129,415</b>	<b>\$ 257,688</b>	<b>\$ 310,200</b>	<b>\$ 395,800</b>	<b>\$ 405,400</b>

# Streets Improvement Fund

The Streets Improvement Fund is used to track revenue associated with the half-cent Local Government Infrastructure Surtax and the expenditure of those funds on the street resurfacing program. The surtax was effective beginning January 1, 2003 and continues for 10 years. This tax is set to expire on Dec. 31, 2012. Beginning in FY07 State Revenue Sharing monies have been placed in this fund. Approximately 30% of State Revenue Sharing comes from gas taxes.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Local Option, Use and Fuel Taxes	\$ 4,125,806	\$ 4,182,246	\$ 4,042,100	\$ 2,195,000
Ad Valorem Taxes	-	-	-	100,000
Intergovernmental Revenue	1,583,878	1,921,449	2,346,392	11,448,042
Judgments, Fines & Forfeits	626,952	241,169	384,800	377,100
Interest and Other Earnings	66,594	10,378	5,000	7,524
Miscellaneous Revenues	170	-	-	-
Appropriated Fund Balance	-	-	2,688,506	3,761,806
<b>TOTAL</b>	<b>\$6,403,400</b>	<b>\$6,355,242</b>	<b>\$9,466,798</b>	<b>\$17,889,472</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	249,749	153,948	382,200	374,600
Capital Outlay	5,501,652	4,666,528	2,744,792	17,514,445
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	3,600,000	-	2,578,000	-
Contingency	-	-	3,761,806	427
<b>TOTAL</b>	<b>\$ 9,351,401</b>	<b>\$ 4,820,476</b>	<b>\$ 9,466,798</b>	<b>\$ 17,889,472</b>

# Park Impact Fee Fund

The purpose of this fund is to account for revenues from park impact fees and the expenditures of those funds. Park impact fees may be used to acquire land for parks and to construct parks. It may not be used for the operation of the parks.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ 896,865	\$ 100,901	\$ -	\$ -
Charges for Services	267,207	160,859	112,800	117,300
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	18,342	723	-	3,331
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	424,843	333,143
<b>TOTAL</b>	<b>\$1,182,414</b>	<b>\$262,483</b>	<b>\$537,643</b>	<b>\$453,774</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	50,000
Capital Outlay	2,262,979	102,992	4,500	100,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	200,000	-
Contingency	-	-	333,143	303,774
<b>TOTAL</b>	<b>\$2,262,979</b>	<b>\$102,992</b>	<b>\$537,643</b>	<b>\$453,774</b>

# Fire Impact Fee Fund

The purpose of this fund is to account for revenues from fire impact fees and the expenditures of those funds. Fire impact fees may be used to acquire land for fire stations, to construct stations, or to purchase additional equipment. It may not be used for operations or to replace existing facilities or equipment.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	61,359	26,398	33,300	34,600
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	(91)	435	-	1,076
Transfers from Other Funds	200,000	-	-	-
Appropriated Fund Balance	-	-	74,269	107,569
<b>TOTAL</b>	<b>\$261,268</b>	<b>\$26,833</b>	<b>\$107,569</b>	<b>\$143,245</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	3,925	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	107,569	143,245
<b>TOTAL</b>	<b>\$3,925</b>	<b>\$0</b>	<b>\$107,569</b>	<b>\$143,245</b>



# Development Special Projects Fund

The purpose of this fund is to account for revenues from developer contributions and the expenditures of those funds. Developer contributions are for specific purposes such as traffic signals, street lights, or sidewalks, and may not be used to cover other expenditures.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -
Charges for Services	47,550	5,148	-	-
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	37,552	9,284	7,000	5,841
Miscellaneous Revenues	-	-	-	-
Appropriated Fund Balance	-	-	1,557,736	1,299,736
<b>TOTAL</b>	<b>\$ 85,102</b>	<b>\$ 14,432</b>	<b>\$ 1,564,736</b>	<b>\$ 1,305,577</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	265,000	-
Contingency	-	-	1,299,736	1,305,577
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,564,736</b>	<b>\$ 1,305,577</b>

# Transportation Impact Fee Fund

The purpose of this fund is to account for revenues from transportation impact fees. Prior to October 1, 2004 these fees were administered by Flagler County. Transportation impact fees may be used to increase transportation capacity and may not be used for maintenance or repairs.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Permits, Fees and Special Assessme \$	-	-	-	-
Intergovernmental Revenue	366,687	-	-	-
Charges for Services	838,621	412,423	552,000	574,100
Interest and Other Earnings	(21,710)	2,495	-	-
Transfers from Other Funds	3,600,000	-	2,340,000	-
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,783,598</b>	<b>\$ 414,918</b>	<b>\$ 2,892,000</b>	<b>\$ 574,100</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	10,937,078	633,867	-	-
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,892,000	574,100
<b>TOTAL</b>	<b>\$ 10,937,078</b>	<b>\$ 633,867</b>	<b>\$ 2,892,000</b>	<b>\$ 574,100</b>

# Neighborhood Stabilization Fund

The purpose of this fund is to track the revenue and expenditures associated with amounts received from federal grants for housing programs.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Intergovernmental Revenue	\$ 1,652,210	\$ 1,915,234	\$ 850,000	\$ 1,100,000	\$ 1,900,000
Interest and Other Earnings	-	-	-	-	-
Miscellaneous Revenues	-	-	150,000	-	-
Appropriated Fund Balance	-	-	583,700	-	-
<b>TOTAL</b>	<b>\$ 1,652,210</b>	<b>\$ 1,915,234</b>	<b>\$ 1,583,700</b>	<b>\$ 1,100,000</b>	<b>\$ 1,900,000</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,652,210	1,602,199	1,583,700	1,100,000	1,900,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,652,210</b>	<b>\$ 1,602,199</b>	<b>\$ 1,583,700</b>	<b>\$ 1,100,000</b>	<b>\$ 1,900,000</b>

# Business Assistance Center Fund

This fund accounts for the activities of the Palm Coast Business Assistance Center (BAC). The BAC was started in 2011 through a unique partnership between the City of Palm Coast and the University of Central Florida Small Business Development Center. The Center's mission is to help grow local businesses.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Charges for Services	\$ -	\$ -	\$ -	\$ 10,000	\$ 15,000
Miscellaneous Revenues	-	-	-	55,225	-
Appropriated Fund Balance	-	-	-	-	45,225
	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,225</b>	<b>\$ 60,225</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	10,000	15,000
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	55,225	45,225
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 65,225</b>	<b>\$ 60,225</b>

# Old Kings Road Special Assessment Fund

The purpose of this fund is to account for revenues from assessments to property owners and the expenditures of those funds to four-lane Old Kings Road from Palm Coast Parkway south to State Road 100.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Permits, Fees and Special Assessme \$	219,391	\$ 250,342	\$ 264,200	\$ 264,200
Intergovernmental Revenue	-	-	-	-
Charges for Services	1,924	-	-	-
Interest and Other Earnings	14,627	121	-	-
Debt Proceeds	-	-	-	-
Appropriated Fund Balance	-	-	-	-
<b>TOTAL</b>	<b>\$ 235,942</b>	<b>\$ 250,463</b>	<b>\$ 264,200</b>	<b>\$ 264,200</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	-	-
Capital Outlay	2,004,611	12,289	-	-
Debt Service	87,064	248,367	264,200	264,200
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,091,675</b>	<b>\$ 260,656</b>	<b>\$ 264,200</b>	<b>\$ 264,200</b>



# SR100 Community Redevelopment Fund

The City established a redevelopment area in June 2004. This fund will track revenues and expenditures related to redevelopment.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Intergovernmental Revenue	\$ 786,325	\$ 787,784	\$ 798,707	\$ 814,700
Interest and Other Earnings	83,602	15,116	12,000	11,941
Miscellaneous Revenues	-	-	-	-
Transfers from Other Funds	600,198	485,016	515,874	521,000
Debt Proceeds	4,000,000	-	-	2,000,000
Appropriated Fund Balance	-	-	2,122,311	2,388,203
<b>TOTAL</b>	<b>\$ 5,470,125</b>	<b>\$ 1,287,916</b>	<b>\$ 3,448,892</b>	<b>\$ 5,735,844</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	39,409	7,464	50,000	50,000
Capital Outlay	1,746,032	1,715,524	370,000	4,300,000
Debt Service	686,406	649,369	640,689	641,575
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,388,203	744,269
<b>TOTAL</b>	<b>\$ 2,471,847</b>	<b>\$ 2,372,357</b>	<b>\$ 3,448,892</b>	<b>\$ 5,735,844</b>

# Capital Projects Fund

The purpose of this fund is to account for revenues provided for major capital projects and to track the expenditures of those funds. The City allocates a portion of the ad valorem taxes to this fund. In 2010 the allocation to this fund was 0.52 mills. No ad valorem taxes were allocated to this fund for 2011 or 2012. For 2013, the allocation is .047 mills.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Ad Valorem Taxes	\$ 2,631,273	\$ -	\$ -	\$ 165,000
Intergovernmental Revenue	1,383,138	1,183,402	3,541,429	-
Judgments, Fines & Forfeits	-	-	-	-
Interest and Other Earnings	152,480	13,458	9,000	280
Miscellaneous Revenues	-	1,794,498	-	-
Transfers from Other Funds	85,000	-	200,000	160,000
Appropriated Fund Balance	-	-	964,593	14,022
<b>TOTAL</b>	<b>\$ 4,251,891</b>	<b>\$ 2,991,358</b>	<b>\$ 4,715,022</b>	<b>\$ 339,302</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	365,498	301,092	-	-
Capital Outlay	2,608,106	2,570,591	4,761,000	335,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	1,039,172	-	9,425,998	-
Contingency	-	-	14,022	4,302
<b>TOTAL</b>	<b>\$ 4,012,776</b>	<b>\$ 2,871,683</b>	<b>\$ 14,201,020</b>	<b>\$ 339,302</b>

# Utility Fund

The Utility Fund is an enterprise fund used to account for the City's water and wastewater utility activities. The Utility provides services to all city residents and some portions of the surrounding county.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Water Sales	\$ 14,478,993	\$ 16,143,425	\$ 17,908,500	\$ 16,869,000	\$ 17,727,700
Sewer Service	8,648,904	10,028,514	10,393,500	10,203,500	10,464,600
Intergovernmental Revenue	-	-	-	-	-
Other Charges for Service	4,643,827	3,018,897	1,529,395	2,242,295	1,415,643
Interest and Other Earnings	360,411	54,498	329,100	270,000	272,701
Miscellaneous Revenues	1,231,077	39,195	-	-	-
Non Revenues	-	-	-	-	-
Transfers from Other Funds	-	5,023,320	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 29,363,212</b>	<b>\$ 34,307,849</b>	<b>\$ 30,160,495</b>	<b>\$ 29,584,795</b>	<b>\$ 29,880,644</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 7,134,787	\$ 6,806,811	\$ 6,952,289	\$ 6,951,194	\$ 7,002,858
Operating Expenses	18,454,084	17,614,819	8,917,426	8,520,591	8,747,423
Capital Outlay	-	-	475,952	415,000	443,000
Debt Service	6,971,542	6,920,696	11,338,656	11,228,855	11,226,866
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	3,683,653	7,288,132	2,252,991	2,252,991	2,331,018
Contingency	-	-	213,181	206,164	119,479
<b>TOTAL</b>	<b>\$ 36,254,066</b>	<b>\$ 38,640,458</b>	<b>\$ 30,160,495</b>	<b>\$ 29,584,795</b>	<b>\$ 29,880,644</b>

# Utility Capital Projects Fund

This fund is used to record revenues and expenditures related to impact fees, renewal and replacement transfers from the Utility Fund, and bond proceeds.

## REVENUES

SOURCE	FY 10	FY 11	FY 12	FY 13
Local Option, Use and Fuel Taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	1,257,897	391,584	1,500,000	1,560,000
Judgments, Fines & Forfeits	143,325	397,936	303,214	286,541
Interest and Other Earnings	2,799,068	1,384,522	1,388,587	1,459,542
Miscellaneous Revenues	-	-	-	15,000,000
Appropriated Fund Balance	-	-	3,901,370	2,234,171
<b>TOTAL</b>	<b>\$ 4,200,290</b>	<b>\$ 2,174,042</b>	<b>\$ 7,093,171</b>	<b>\$ 20,540,254</b>

## EXPENDITURES

	FY 10	FY 11	FY 12	FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Expenses	-	-	14,000	161,000
Capital Outlay	-	-	4,845,000	15,385,000
Debt Service	-	-	-	-
Grants & Aide	-	-	-	-
NonOperating Expenses	-	-	-	-
Transfers to Other Funds	-	-	-	-
Contingency	-	-	2,234,171	4,994,254
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,093,171</b>	<b>\$ 20,540,254</b>

# Solid Waste Fund

The City contracts for solid waste services. This fund is used to track the revenues and contract cost for this service.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Communications Services Tax	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	7,667,964	7,805,956	7,605,000	7,486,000	7,400,000
Interest and Other Earnings	(6,382)	115	-	-	-
Miscellaneous Revenues	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 7,661,582</b>	<b>\$ 7,806,071</b>	<b>\$ 7,605,000</b>	<b>\$ 7,486,000</b>	<b>\$ 7,400,000</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	7,550,829	7,631,424	7,438,284	7,486,000	7,252,381
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	166,716	-	147,619
<b>TOTAL</b>	<b>\$ 7,550,829</b>	<b>\$ 7,631,424</b>	<b>\$ 7,605,000</b>	<b>\$ 7,486,000</b>	<b>\$ 7,400,000</b>



# Stormwater Management Fund

In July 2004 the City Council approved the establishment of a stormwater utility, effective October 1, 2004. In June 2005, the Palm Coast Community Service Corporation's responsibilities for a portion of the stormwater system were brought under the City as the Stormwater Management Department and unified the entire system.

## REVENUES

SOURCE	Actual FY 10	Actual FY 11	Original Budget FY12	Estimated FY12	Proposed Budget FY13
Ad Valorem Taxes	\$ -	\$ -	\$ 1,686,100	\$ 1,686,100	\$ 245,750
Permits, Fees and Special As	62,411	12,965	80,000	-	-
Intergovernmental Revenue	194,670	48,058	-	307,500	-
Charges for Services	5,446,849	4,765,366	4,823,810	4,900,000	7,309,000
Interest and Other Earnings	(54,749)	1,051	-	-	-
Miscellaneous Revenues	188,095	569,018	-	-	-
Transfers from Other Funds	-	-	885,000	885,000	-
Debt Proceeds	-	-	-	-	-
Appropriated Fund Balance	-	-	-	-	190,542
<b>TOTAL</b>	<b>\$ 5,837,276</b>	<b>\$ 5,396,458</b>	<b>\$ 7,474,910</b>	<b>\$ 7,778,600</b>	<b>\$ 7,745,292</b>

Ad Valorem Taxes for FY 13 are based on a millage rate of 0.0700

Transfers from Other Funds for FY 12 include State Revenue Sharing from the Streets Improvement Fund

## EXPENDITURES

CATEGORY	Actual FY 10	Actual FY 11	Original Budget FY12	Estimated FY12	Proposed Budget FY13
Personal Services	\$ 1,145,048	\$ 1,047,101	\$ 1,650,432	\$ 1,659,079	\$ 1,684,931
Operating Expenses	3,008,623	2,942,467	1,572,976	1,569,104	1,601,435
Capital Outlay	-	-	2,681,200	2,259,600	2,988,100
Debt Service	185,901	305,737	1,502,302	711,505	1,337,076
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	391,450	44,000	68,000	68,000	79,000
Contingency	-	-	-	1,511,312	54,750
<b>TOTAL</b>	<b>\$ 4,731,022</b>	<b>\$ 4,339,305</b>	<b>\$ 7,474,910</b>	<b>\$ 7,778,600</b>	<b>\$ 7,745,292</b>

# Building Permits & Inspections Fund

This is a fund that was created during fiscal year 2010 to track revenues and expenses for the Building Permits & Inspections Department. Previously this function was recorded in the General Fund.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Permits, Fees and Special As	\$ 200,341	\$ 217,553	\$ 249,700	\$ 257,684	\$ 935,368
Interest and Other Earnings	127,248	14,074	12,800	9,000	6,000
Miscellaneous Revenues	1,285	7,546	500	19,334	20,107
Appropriated Fund Balance	-	-	1,244,334	1,218,883	437,486
<b>TOTAL</b>	<b>\$ 328,874</b>	<b>\$ 239,173</b>	<b>\$ 1,507,334</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 1,384,796	\$ 1,133,154	\$ 1,170,959	\$ 1,166,951	\$ 1,088,223
Operating Expenses	411,548	335,367	336,375	337,950	310,738
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,796,344</b>	<b>\$ 1,468,521</b>	<b>\$ 1,507,334</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>

# Golf Course Fund

This is a fund that was created during fiscal year 2008 to track revenues and expenses for the Palm Harbor Golf Course that was contributed to the City. The course opened in November of 2009. A management company is being hired to operate the golf course. A transfer from the Capital Projects Fund was used for the capital cost related to the renovation.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Charges for Services	\$ 1,213,334	\$ 1,501,459	\$ 1,668,100	\$ 1,550,109	\$ 1,618,881
Interest and Other Earnings	4,195	123	-	-	-
Miscellaneous Revenues	67,854	-	-	-	-
Transfers from Other Funds	-	256,000	-	5,606,500	-
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,285,383</b>	<b>\$ 1,757,582</b>	<b>\$ 1,668,100</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>

## GOLF COURSE EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	1,876,394	1,924,244	1,646,100	1,578,109	1,595,881
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	373,586	18,000	22,000	22,000	23,000
Contingency	-	-	-	5,556,500	-
<b>TOTAL</b>	<b>\$ 2,249,980</b>	<b>\$ 1,942,244</b>	<b>\$ 1,668,100</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>

# Tennis Center Fund

This fund was created during fiscal year 2007 to track revenues and expenses for the tennis center that opened in October 2007. This fund will be supported by charges for court rentals and tennis lessons. It is anticipated that these revenues will need to be supplemented by a transfer from the General Fund for a least the next few years of operation. A management company has been hired to operate the tennis center beginning in 2011.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Charges for Services	\$ 164,404	\$ 181,596	\$ 206,700	\$ 163,087	\$ 204,278
Interest and Other Earnings	73	-	-	-	-
Miscellaneous Revenues	1,260	-	-	-	-
Transfers from Other Funds	117,000	181,000	99,100	120,000	100,000
Appropriated Fund Balance	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 282,737</b>	<b>\$ 362,596</b>	<b>\$ 305,800</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>

## TENNIS CENTER EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY12	FY12	Budget FY13
Personal Services	\$ 207,295	\$ -	\$ -	\$ -	\$ -
Operating Expenses	78,124	353,794	304,800	282,087	303,278
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	2,000	1,000	1,000	1,000	1,000
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 287,419</b>	<b>\$ 354,794</b>	<b>\$ 305,800</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>

# Information Technology & Communications Fund

Information Technology & Communications was moved from the General Fund to an enterprise fund to begin operation of the City's fiber optic network. Capacity on the network will be marketed to service providers with the revenue being used for the maintenance and expansion of the network, and general technology operations.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Charges for Services	\$ 2,259	\$ -	\$ 255,100	\$ 362,203	\$ 393,000
Interest and Other Earnings	11,967	156	3,400	300	300
Miscellaneous Revenues	243,835	225,871	193,600	231,000	240,000
Non Revenues	2,358,181	-	2,277,000	2,277,000	2,245,000
Transfers from Other Funds	750,000	-	-	1,794,498	-
Appropriated Fund Balance	-	-	176,936	-	-
<b>TOTAL</b>	<b>\$ 3,366,242</b>	<b>\$ 226,027</b>	<b>\$ 2,906,036</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 1,082,951	\$ 803,936	\$ 832,420	\$ 832,391	\$ 843,576
Operating Expenses	1,428,526	1,698,793	1,462,316	1,375,646	1,271,892
Capital Outlay	-	-	299,300	350,466	350,400
Debt Service	11,180	-	-	-	-
Grants & Aide	-	-	300,000	300,000	300,000
Transfers to Other Funds	-	-	12,000	12,000	14,000
Contingency	-	-	-	1,794,498	98,432
<b>TOTAL</b>	<b>\$ 2,522,657</b>	<b>\$ 2,502,729</b>	<b>\$ 2,906,036</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>

# Self Insured Health Fund

The Self Insured Health Fund is an Internal Service Fund that is designed to accumulate employer and employee insurance premiums for the purpose of funding health benefits for eligible participants. Transfers from the user departments provide the revenue necessary to accomplish this task.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Interest and Other Earnings	\$ 3,530	\$ 2,325	\$ -	\$ 1,000	\$ 1,250
Non Revenues	676,032	2,819,860	3,155,000	3,205,000	3,148,100
Appropriated Fund Balance	-	-	-	-	20,000
<b>TOTAL</b>	<b>\$ 679,562</b>	<b>\$ 2,822,185</b>	<b>\$ 3,155,000</b>	<b>\$ 3,206,000</b>	<b>\$ 3,169,350</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses	554,003	2,801,630	3,155,000	3,206,000	3,169,350
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 554,003</b>	<b>\$ 2,801,630</b>	<b>\$ 3,155,000</b>	<b>\$ 3,206,000</b>	<b>\$ 3,169,350</b>



# Fleet Management Fund

The Fleet Management Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers from the user departments provide the revenue necessary to accomplish this task.

## REVENUES

SOURCE	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Charges for Services	\$ 251,844	\$ 406,785	\$ 315,000	\$ 315,000	\$ 315,000
Interest and Other Earnings	51,412	14,566	31,300	6,500	5,000
Miscellaneous Revenues	48,943	4,280	-	-	-
Non Revenues	3,072,474	3,321,428	3,439,696	3,452,696	3,452,697
Transfers from Other Funds	781,220	66,462	-	-	101,500
Appropriated Fund Balance	-	-	-	-	195,846
<b>TOTAL</b>	<b>\$ 4,205,893</b>	<b>\$ 3,813,521</b>	<b>\$ 3,785,996</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>

## EXPENDITURES

CATEGORY	Actual	Actual	Original	Estimated	Proposed
	FY 10	FY 11	Budget FY 12	FY 12	Budget FY 13
Personal Services	\$ 190,333	\$ 172,594	\$ 188,321	\$ 195,637	\$ 238,172
Operating Expenses	2,774,048	3,018,395	1,848,463	1,921,266	2,006,371
Capital Outlay	-	-	495,430	495,430	1,825,500
Debt Service	-	-	-	-	-
Grants & Aide	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
Contingency	-	-	1,253,782	1,161,863	-
<b>TOTAL</b>	<b>\$ 2,964,381</b>	<b>\$ 3,190,989</b>	<b>\$ 3,785,996</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>

# Department Funding

Departmental responsibility may cross funds. The table on this page and the next identifies the funding sources for department activities.

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
<b>City Council</b>	\$ 95,501	\$ -	\$ -	\$ -	\$ -
<b>Administration</b>					
City Manager	361,263	-	-	-	-
Community Relations	186,810	-	-	-	-
Purchasing and Contracts Management	298,416	-	-	-	-
Solid Waste	-	7,400,000	-	-	-
Economic Development	295,957	-	-	-	-
City Clerk	129,617	-	-	-	-
Human Resources	349,774	-	-	-	-
Self Insured Health	-	-	-	3,169,350	-
Non-Departmental	678,000	-	-	-	-
Law Enforcement	2,599,863	-	-	-	-
Police Education	-	-	-	-	31,765
Police Automation	-	-	-	-	312,660
Disaster Reserve	-	-	-	-	2,198,484
Recycling Revenue	-	-	-	-	405,400
<b>City Attorney</b>	387,236	-	-	-	-
<b>Financial Services</b>	692,699	-	-	-	-
<b>Community Development</b>					
Building Permits and Inspections	-	1,398,961	-	-	-
Planning	1,505,208	-	-	-	-
Code Enforcement	2,149,693	-	-	-	-
CDBG	-	-	-	-	1,078,500
Neighborhood Stabilization	-	-	-	-	1,900,000
Business Assistance Center (BAC)	-	-	-	-	60,225
SR100 Community Redevelopment	-	-	-	-	5,735,844
Capital Projects	-	-	339,302	-	-
<b>Fire</b>					
Fire	7,283,871	-	-	-	-
Fire Impact Fee	-	-	-	-	143,245

# Department Funding (continued)

Department / Division	General Fund	Enterprise Funds	Capital Project Funds	Internal Service Fund	Special Revenue Funds
<b>Public Works / Utility</b>					
Streets	\$ 5,127,678	\$ -	\$ -	\$ -	\$ -
Facilities Maintenance	682,493	-	-	-	-
Parks / Facilities	1,181,633	-	-	-	-
Streets Improvement	-	-	-	-	17,889,472
Customer Service	-	1,287,991	-	-	-
Administration	-	1,166,712	-	-	-
Utility Maintenance	-	634,055	-	-	-
Wastewater Collection	-	2,252,088	-	-	-
Wastewater Treatment	-	1,765,803	-	-	-
Water Plant #1	-	1,728,607	-	-	-
Water Plant #2	-	1,238,566	-	-	-
Water Plant #3	-	972,726	-	-	-
Water Quality	-	469,587	-	-	-
Water Distribution	-	2,770,772	-	-	-
Non-Departmental	-	15,593,737	-	-	-
Utility Capital Projects	-	-	20,540,254	-	-
Stormwater Maintenance	-	3,294,992	-	-	-
Fleet Management	-	-	-	4,070,043	-
<b>Engineering and Stormwater Management</b>					
Engineering	500,828	-	-	-	-
Development Special Projects	-	-	-	-	1,305,577
Transportation Impact Fee	-	-	-	-	574,100
Old Kings Road Special Assessment	-	-	-	-	264,200
Stormwater Engineering	-	4,450,300	-	-	-
<b>Recreation and Parks</b>					
Recreation / Athletics	1,283,858	-	-	-	-
Park Impact Fee	-	-	-	-	453,774
Golf Course	-	1,618,881	-	-	-
Tennis Center	-	304,278	-	-	-
<b>Information Technology and Communications</b>					
	-	2,878,300	-	-	-
<b>Total</b>	<b>\$ 25,790,398</b>	<b>\$ 51,226,356</b>	<b>\$ 20,879,556</b>	<b>\$ 7,239,393</b>	<b>\$ 32,353,246</b>
				<b>Total</b>	<b>\$ 137,488,949</b>

# City Council

The City Council is the elected legislative and policy body for the City of Palm Coast. As the City Council, they establish policies that will provide for the protection, safety, and general welfare of the citizens of Palm Coast. These policies help create a quality environment, insure that municipal services are provided at an economic cost, and that future needs of the City can be met. The City Council appoints the City Manager, City Attorney, and the external auditors who perform the annual audit of the City finances.

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 65,128	\$ 64,943	\$ 65,272	\$ 65,195	\$ (77)
Operating Expenditures	18,093	17,213	30,207	30,306	99
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 83,221</b>	<b>\$ 82,156</b>	<b>\$ 95,479</b>	<b>\$ 95,501</b>	<b>\$ 22</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
Mayor *		1.00	1.00	1.00	-
Vice - Mayor **		1.00	1.00	1.00	-
Council Member **		3.00	3.00	3.00	-
Total Part-time/Temporary		5.00	5.00	5.00	-
Total Personnel		5.00	5.00	5.00	-

\* Budgeted at \$11,400 per year.

\*\* Budgeted at \$9,600 per year.

# City Council

## Performance Measures

### City Council

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City employees (FTE).	428.3	396.13	385.81	382.43
Total original Citywide budget.	\$208,985,815	\$188,483,459	\$120,417,494	\$137,488,949
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Non-discretionary revenue generated per citizen.	\$464.94	\$381.90	\$434.26	\$510.45
City Council cost per capita.	\$1.12	\$1.18	\$1.26	\$1.25
Citizen rating of overall quality of life.	75%	67%	70%	72%
Citizen rating of the overall direction that the City is taking.	58%	50%	48%	50%
Citizen rating of the City as a place to live. (Percent “excellent” or “good”).	85%	78%	80%	82%

# Administration

## Department Summary

The City Manager's office is responsible for implementation of all policies established by the City Council and for directing the operations of the City government. The Manager provides guidance to all City departments and submits the annual budget designed to achieve the goals of the Council. The City Manager prepares alternatives and makes recommendations that will assist the Council in achieving the goals they have established. The office also provides clerical services for the Mayor and Council.

The City Manager's office consists of the Community Relations function, functions of the City Clerk, Purchasing and Contracts Management, Economic Development, and Human Resources.

The City Clerk acts the Secretary to the City Council. The office of the City Clerk has the Records Management and Land Management function and performs Supervisor of Elections duties. The Secretary to the City Council is responsible for preparing agendas and minutes for City Council meetings, as well as the processing of all City ordinances, resolutions, and proclamations adopted and/or approved by City Council. The Records function of the City Clerk's office is the official record keeper for all City documents setting guidelines for the management and retention of these documents, as


well as handling the scanning, indexing and destruction of all City documents. Due to the fact that this function is the official records holder, the City Clerk's office also handles citizens' requests for public information and records. The Land Management function is responsible for handling the management of all City property, to include closings. Land Management function keeps an active record of all City owned properties. As the Supervisor of Elections the City Clerk's office is responsible for City elections and works in conjunction with the County Supervisor of Elections, in overseeing City of Palm Coast elections.

Law Enforcement is provided by the Flagler County Sheriff's Office. The City has a contract with the Sheriff for additional officers, above a base level of service, to provide extra officers within Palm Coast.



# Administration

## Department Objectives

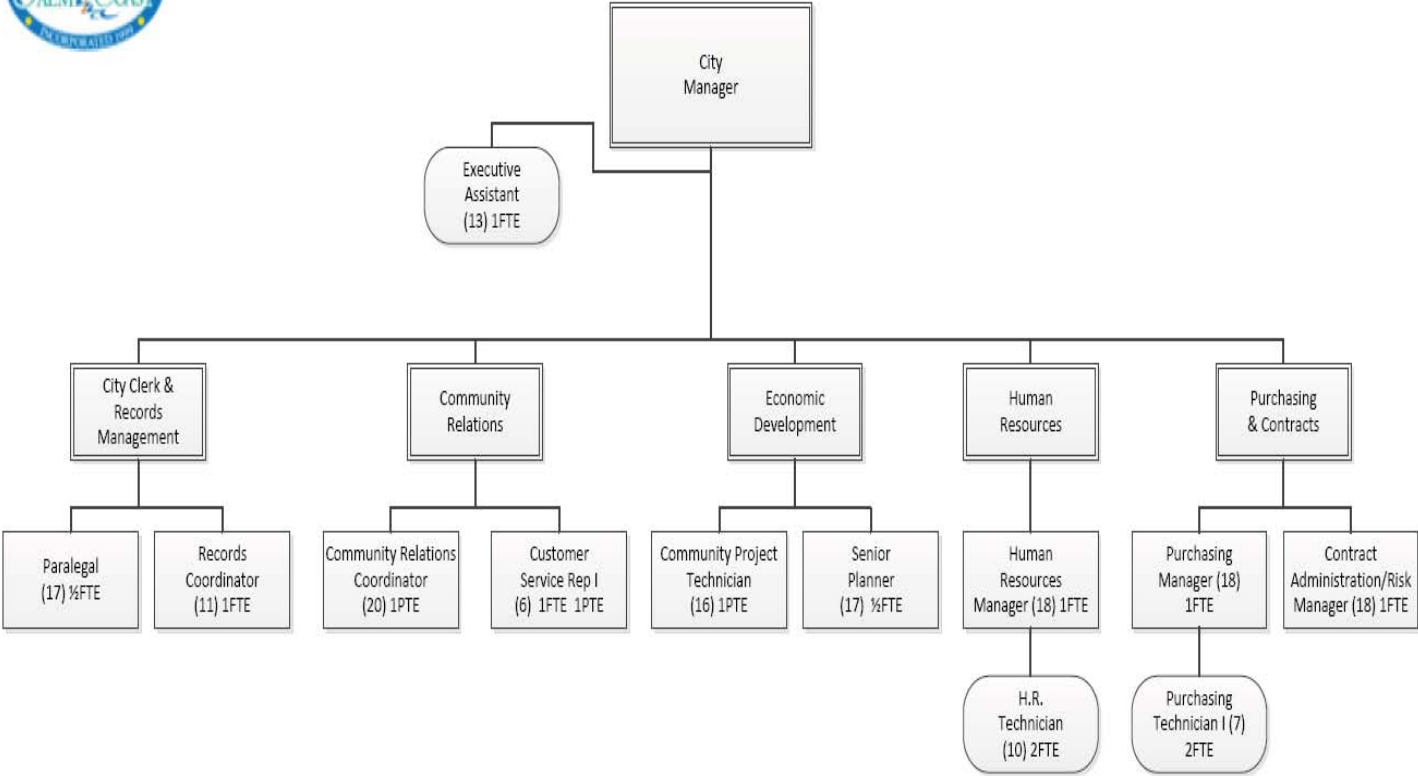


Administration	Objective	Strategy
	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	To enhance awareness of customer service relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide training program
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees

**Vision: To be recognized as one of Florida's premier cities in which to live, work and play**

# Administration

## Organizational Chart



# Administration

## Performance Measures

### City Manager - Administration

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City employees (FTE).	428.3	396.13	385.81	382.43
Total original Citywide budget.	\$208,985,815	\$188,483,459	\$120,417,494	\$137,488,949
<b>EFFICIENCY/EFFECTIVENESS:</b>				
General Fund operating cost per capita.	\$439.88	\$347.71	\$336.94	\$335.68
Number of employees per 1,000 residents.	5.78	5.27	5.1	5
Citizen rating of quality of City services.	69%	71%	67%	69%
Citizen rating of the overall image or reputation of the City.	77%	71%	69%	71%
Citizen rating of the value of services for the taxes paid to the City.	53%	54%	50%	53%
Citizen rating of Economic Development Services. (Percent “excellent” or “good”).	34%	31%	30%	31%

# Administration

## City Manager

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 400,159	\$ 327,745	\$ 326,914	\$ 325,440	\$ (1,474)
Operating Expenditures	24,343	23,499	34,913	35,823	910
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 424,502</b>	<b>\$ 351,244</b>	<b>\$ 361,827</b>	<b>\$ 361,263</b>	<b>\$ (564)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
City Manager	52	1.00	1.00	1.00	-
Executive Assistant to the City Manager	13	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Intern	3	-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

# Administration

## Community Relations

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 192,029	\$ 132,009	\$ 133,134	\$ 101,063	\$ (32,071)
Operating Expenditures	62,061	66,878	80,391	85,747	5,356
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 254,090</b>	<b>\$ 198,887</b>	<b>\$ 213,525</b>	<b>\$ 186,810</b>	<b>\$ (26,715)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Relations Coordinator	20	-	-	1.00	1.00
Customer Service Representative I	6	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Community Relations Coordinator	20	1.00	1.00	-	(1.00)
Customer Service Representative I	6	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>-</b>

# Administration

## Purchasing and Contracts Management

EXPENDITURE SUMMARY					
Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 309,434	\$ 274,059	\$ 267,118	\$ 269,860	\$ 2,742
Operating Expenditures	16,659	23,732	28,896	28,556	(340)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 326,093</b>	<b>\$ 297,791</b>	<b>\$ 296,014</b>	<b>\$ 298,416</b>	<b>\$ 2,402</b>

CAPITAL OUTLAY SCHEDULE	
Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Purchasing Manager	18	1.00	1.00	1.00	-
Contracts Administrator	18	1.00	1.00	1.00	-
Purchasing Technician III	9	-	-	-	-
Purchasing Technician	7	2.00	2.00	2.00	-
<b>Total Full Time</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>



# Administration

## Economic Development

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 91,348	\$ 79,182	\$ 80,798	\$ 82,059	\$ 1,261
Operating Expenditures	12,102	75,426	121,747	113,898	(7,849)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	110,000	97,500	42,000	100,000	58,000
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 213,450</b>	<b>\$ 252,108</b>	<b>\$ 244,545</b>	<b>\$ 295,957</b>	<b>\$ 51,412</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Economic Development Coordinatr	21	-	-	-	-
Senior Planner	17	0.50	0.50	0.50	-
Staff Assistant	6	-	-	-	-
<b>Total Full-time</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Event Coordinator	16	-	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>0.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>

# Administration

## City Clerk

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 175,112	\$ 88,715	\$ 95,017	\$ 93,302	\$ (1,715)
Operating Expenditures	25,924	73,191	36,978	36,315	(663)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 201,036</b>	<b>\$ 161,906</b>	<b>\$ 131,995</b>	<b>\$ 129,617</b>	<b>\$ (2,378)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
Records Coordinator	11	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>-</b>

# Administration

## Human Resources

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 188,085	\$ 191,630	\$ 203,074	\$ 240,754	\$ 37,680
Operating Expenditures	103,021	76,727	102,051	109,020	6,969
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 291,106</b>	<b>\$ 268,357</b>	<b>\$ 305,125</b>	<b>\$ 349,774</b>	<b>\$ 44,649</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Human Resources Manager	18	1.00	1.00	1.00	-
Human Resources Technician	10	2.00	2.00	2.00	-
Human Resources Assistant	8	-	-	1.00	1.00
<b>Total Full-time</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>

# Administration

## Law Enforcement

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	2,599,720	2,599,774	2,599,863	2,599,863	-
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,599,720</b>	<b>\$ 2,599,774</b>	<b>\$ 2,599,863</b>	<b>\$ 2,599,863</b>	<b>\$ -</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# City Attorney

## Department Summary

The City utilizes the services of a legal firm, which in accordance with the City Charter, is directly responsible to the City Council and is the City's legal representative. The City's legal representative shall be responsible for advising and representing the City Council, the City Manager and all City departments, officers and advisory boards and agencies of City government in all legal matters relating to their official responsibilities.

The City's legal representative serves as general counsel to the City and handles its legal matters. The legal representative defends and prosecutes for the City in civil litigation, ordinance violations and administrative proceedings. Litigation in State and Federal courts includes, but is not limited to, eminent domain, civil rights actions, inverse condemnations, mortgage and lien foreclosures, property assessment disputes, challenges to City codes and ordinances, appeals for review of City Council decisions, and code enforcement lien foreclosures. Administrative proceedings include, but are not limited to, internal hearings of the Planning and Land Development Regulation Board; Code Enforcement Board hearings; and hearings before State administrative law judges in growth management, labor cases and environmental cases.

The City's legal representative is responsible for conducting legal research, drafting, reviewing and revising ordinances,

resolutions, contracts, real property instruments, and proposed legislation. The City's legal representative is an integral part of the City's Land Development Code process and the City's comprehensive planning program. The City's legal representative assists City staff in bankruptcy cases; assists in the collection of code enforcement fines, costs, fees and special assessments; and files claims when necessary.

The City's legal representative continues to reduce the costs associated with representation of the City by keeping to a minimum the reliance on outside counsel for both litigated and non-litigated matters.

The City's legal representative is also working on a system of standard City legal forms to be used by City staff and the public.

The Paralegal position was created to assist city staff with the preparation of ordinances, resolutions and other legal documents that are then reviewed and approved by the city attorney.

# City Attorney

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 32,684	\$ 34,346	\$ 34,282	\$ 36,338	\$ 2,056
Operating Expenditures	305,094	358,108	349,019	350,898	1,879
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 337,778</b>	<b>\$ 392,454</b>	<b>\$ 383,301</b>	<b>\$ 387,236</b>	<b>\$ 3,935</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Paralegal	17	0.50	0.50	0.50	-
<b>Total Full-time</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>-</b>



# Financial Services

## Department Summary

The mission of the Financial Services Department is to help the City of Palm Coast meet its goals for the future by providing fast and efficient services to citizens, businesses, customers, vendors, employees and other City departments while adhering to local, state, and federal laws and regulations.

The Financial Services Department includes Finance/Budget, Utility Billing, and Business Tax Receipts functions. These functions are provided through two divisions, the Utility Fund and the General Fund divisions.

The Department provides sound investment and revenue advice to the City Officials, budget guidance to the City Manager and Department Directors, audit services in accordance with state and federal laws, licensing assistance to City businesses, billing services for the City's Utility Department, and financial and tax consulting services to the departments.

The Department performs these functions with a streamlined staff structure by utilizing, cross training, multi-tasking, and matrix management to achieve cost effective services for the City.

The Local Business Tax Receipt Division (formerly Occupational Licensing) is


responsible for the issuance of all Local Business Tax Receipts. The Division also issues Door to Door and Right of Way Solicitation Permits. This division also works closely with the City's Business Assistance Center (BAC).

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Palm Coast for its comprehensive annual financial report eleven consecutive years.

The City of Palm Coast also received the GFOA Distinguished Budget Presentation Award for nine consecutive years.

# Financial Services

## Department Objectives

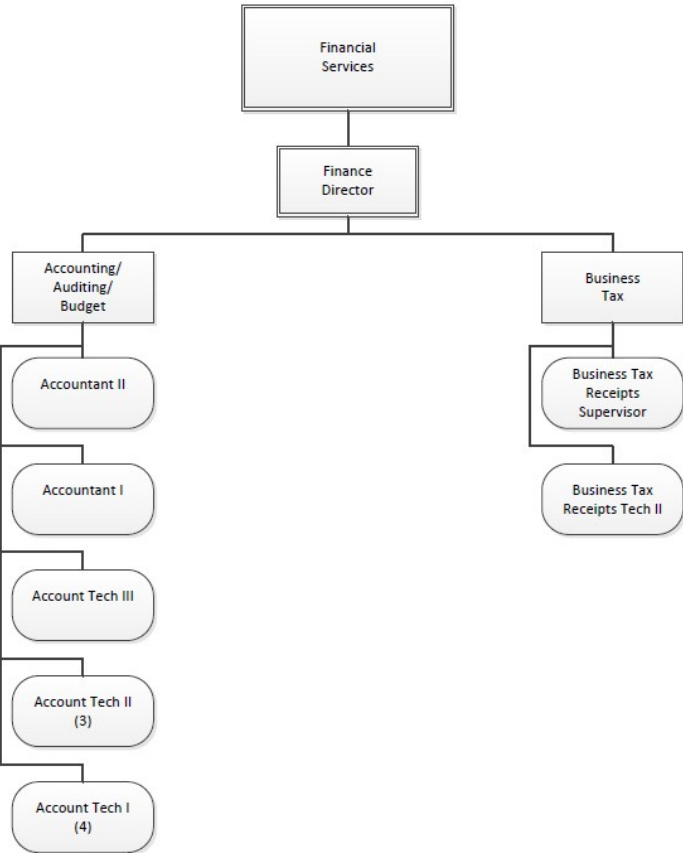


Finance	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reached broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	Establish system to continually evaluate and enhance financial controls	Create an anonymous reporting program to alert financial improprieties; annual evaluation and risk assessment to strengthen controls

**Vision: To be recognized as one of Florida's premier cities in which to live, work and play**

# Financial Services

## Organizational Chart



1/27/2012



# Financial Services

## Performance Measures

### Finance Department

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City departments.	8	8	8	8
City employees (FTE).	428.3	396.13	385.81	382.43
Invoices processed.	27,431	28,300	27,503	28,250
Business Tax Receipts processed.	3,200	3,250	3,300	3,320
Utility bills processed.	440,474	445,000	446,498	447,500
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Department General Fund expenditures per capita.	\$10.30	\$9.51	\$9.55	\$9.06
Financial transactions processed without error.	99.70%	99.80%	99.91%	99.92%
Citizen reported untaxed businesses.	0.60%	0.90%	0.90%	0.85%
Invoices paid within 45 days.	95.80%	96.50%	97.00%	98%
Electronic vendor payments.	3.20%	8.40%	6.47%	10%

# Financial Services

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 663,014	\$ 557,476	\$ 549,306	\$ 521,506	\$ (27,800)
Operating Expenditures	100,000	157,787	172,821	171,193	(1,628)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 763,014</b>	<b>\$ 715,263</b>	<b>\$ 722,127</b>	<b>\$ 692,699</b>	<b>\$ (29,428)</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Finance Director	22	1.00	1.00	1.00	-
Chief Accountant	18	1.00	1.00	-	(1.00)
Accountant II	15	1.00	1.00	1.00	-
Business Tax Receipts Supervisor	12	1.00	1.00	1.00	-
Budget & Financial Analyst	12	-	-	1.00	1.00
Accounting Technician III	12	1.00	1.00	1.00	-
Accounting Technician II	10	1.00	1.00	1.00	-
Accounting Technician I	8	1.00	1.00	1.00	-
Business Tax Receipts Tech II	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

# Community Development

## Department Summary

The Community Development Department consists of five main functions; Planning, Building Services, Code Enforcement, Capital Projects, and Economic Development. Together they assure and maintain the City's aesthetics, health, safety and welfare, and protection of natural resources. The budget provides for necessary training, certification for licensed personnel, continuing education as well as customer service and cross-training programs for all staff.

The Planning Division focuses on implementing the Comprehensive Plan and Land Development Code to ensure a high quality of life in the City through a balanced approach to development review and analysis. The Planning Division is currently implementing paperless project plan review.

The Building Permits Division focuses on implementing the Florida Building Code to ensure that all physical structures are constructed in compliance with all applicable codes, to ensure the public health, safety, and welfare. The responsibility of the Building Division includes; permitting, plan review, and inspection. The budget allows for the 90% fee reduction adopted in 2009, to continue through December 31, 2012. The budget also provides for continued software and application enhancements to facilitate paperless project review.

The Code Enforcement Division oversees the enforcement of City Codes, including such nuisance issues as parking on the lawn, litter and debris, abandoned properties, overgrown conditions, noise complaints and all issues related to animal control to include nuisance animals, animals running at large and animal cruelty. Additionally, Code oversees the enforcement of wildfire mitigation and tree removal regulations. The risk of wildfire in the

City of Palm Coast is substantial under expected climatic conditions and weather patterns. The City has developed a hazard mitigation process to address the evolution of the City's development from a pine plantation to a residential community which includes selective mowing of brush. Such mitigation also helps the community conserve its natural resources for aesthetic, environmental, and Stormwater management purposes. Code Enforcement implements the City's Code of Ordinances by proactively patrolling the City and monitoring citizen complaints to ensure compliance. The budget allows the division to start moving toward cost effective and mobile technology to increase staff efficiency in the field.

The Capital Projects Division is responsible for managing the construction of projects for the City. This division continues to seek and obtain federal grant funding for projects, including sidewalks, paths, and trails.

Planning is responsible for Drafting and Maintenance of the Comprehensive Plan and Land Development Regulations.

The Comprehensive Plan, adopted by the City Council in 2004, provides the City's "roadmap" comprised of goals, objectives, and policies through 2020. The primary function of the Planning & Zoning Division is to implement this plan while ensuring that it remains updated to properly reflect changing conditions within the community.



# Community Development

## Department Summary

(continued)

### **Review of Development Plans and Issuing Development Orders**

Site Plans for new multi-family, commercial, office, and industrial developments are reviewed and approved by the City's technical review staff to ensure application submittals are in compliance with City codes and ordinances, and issue development orders when projects are approved. Technical review staff also reviews subdivisions for both residential and non-residential projects.

### **Review, Processing, and Monitoring of other Development-related applications**

In addition to site plans and subdivisions, there are other development-related applications which must be reviewed and processed on a monthly basis including variances, special exceptions, public/semi-public/special uses, rezonings, and applications for home occupations. Depending upon the specific type of application, the Planning & Zoning business processes may include educating applicants, preparation of reports and recommendations, and presentation of cases to the Planning and Land Development Regulation Board (PLDRB) and City Council. In fact, the Planning & Zoning Division acts as primary staff to the PLDRB - yet another main aspect of its processes.

Larger, more complex applications, such as Developments of Regional Impact (DRI) and Future Land Use Map (FLUM) amendments, are also part of the Planning & Zoning processes. DRIs also involve ongoing monitoring efforts to ensure developer compliance with development agreements.

In 2004, the City Council established the SR100 Community Redevelopment Area (CRA) and adopted a Redevelopment Plan and a tax increment financing district. Administration of

the SR100 CRA, shall involve investing the tax increment revenues in accordance with the plan guideline to help spur the redevelopment of private property, a major business process of the Planning & Zoning Division. It is expected that this business process will continue to expand in the 5-year timeframe as tax increment revenues increase exponentially with commensurate increases in developmental pressures.

The Economic Development Team is a multidisciplinary working group tasked with implementing "Prosperity 2021," the City's Plan for growing our local economy. Planners, accountants, information technology professionals, public relations and City event planners, and City management work on a variety of programs and projects focused on the three key areas of Prosperity 2021: neighborhoods, business districts, and the overall Citywide economic conditions. This includes the federally funded Neighborhood Stabilization Programs and Housing Rehabilitation Program, as well as Recruitment and Marketing, the Business Ready Program, the Business Assistance Center, and working with various governmental and private sector agencies to make our local economy stronger. Using distributed funds from the dissolution of Enterprise Flagler, the Business Assistance Center Guarantee Assistance Program (GAP) will provide another tool to assist clients of the Business Assistance Center in obtaining access to capital. Through the stimulation of private investment, the City aims to encourage creation of permanent, private sector jobs and increase the local tax base. The loan guarantee can be used for business expansion needs, working capital, and/or establishing a line of credit.

# Community Development

## Capital Projects

### Completed Projects in 2012:

Construction of various trails/paths were completed in 2012 to include:

- ⇒ Rymfire to Lehigh Path
- ⇒ Belle Terre Phase III
- ⇒ Palm Harbor Path
- ⇒ Whiteview Path Ph II
- ⇒ Indian Trails Sports Complex Storage Building

### Under Construction or Design:

- ⇒ Seminole Woods Path construction to begin in 2013
- ⇒ Bull Dog Drive Design completed in 2012 and scheduled to continue in 2013
- ⇒ Longs Landing Design was completed in 2012 and design is scheduled to continue in 2013. Construction is planned to start in 2014.
- ⇒ Holland Park Improvements design started in 2012 and design is to continue in 2013 with construction not yet planned.
- ⇒ Pine Lakes Parkway North design was completed in 2012 and construction is scheduled to begin in 2013.
- ⇒ Royal Palms shoulder design began in 2012 and design will continue in

2013. Construction is scheduled to begin in 2013 as well.

- ⇒ Design for bridge rehabilitation on Palm Harbor was completed in 2012 and construction is scheduled to begin in 2013.
- ⇒ Old Kings Road North widening design was completed in 2012 and scheduled to continue in 2013.
- ⇒ Palm Coast Parkway six lane right of way design was completed in 2012. Construction is scheduled for 2013.

# Community Development

## Department Objectives



Community Development

### Objective

### Strategy

To develop in-house and identify external training opportunities for employees

Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community

To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties

Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees

To enhance infrastructure in order to maintain quality neighborhoods and business districts

Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement

To assess the need to expand infrastructure for sustainable growth

Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant

Diversify our revenue sources

Evaluate and target diversification of funding sources; seek private/public partnerships

Increase efficiency through enhanced operations and technological advancements

Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services

To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects

Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements

Enhance community and visitors' recreational opportunities and experiences at community events

Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities

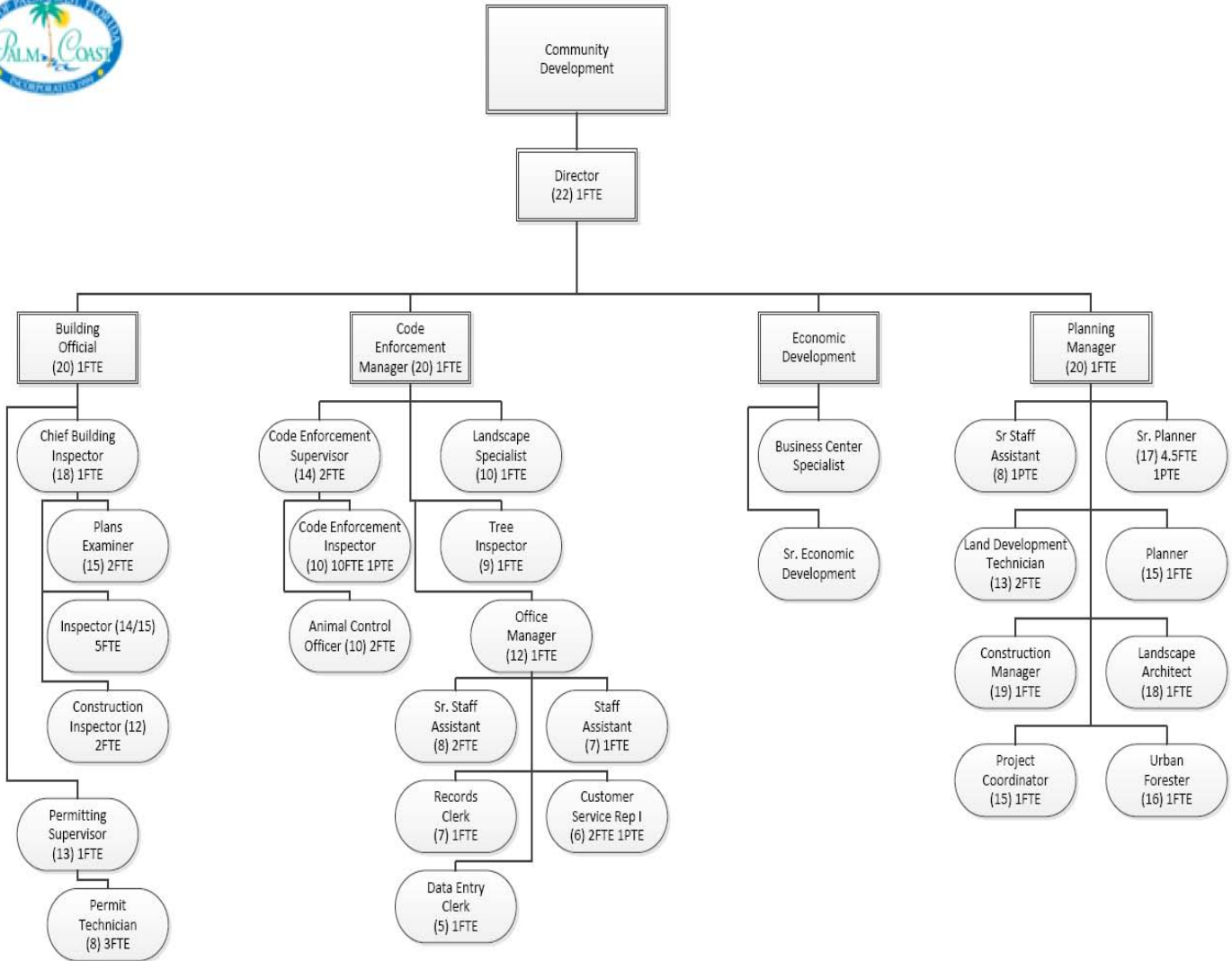
Enhance safety measures throughout the community

Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training

**Vision: To be recognized as one of Florida's premier cities in which to live, work and play**

# Community Development

## Organizational Chart



1/23/2012



# Community Development

## Performance Measures

### Community Development

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Number of code violations.	23,749	21,261	23,201	24,000
Number of permits issued.	5,413	5,521	6,863	7,000
Number of site plan and subdivision applications.	20	32	35	35
Population – City.	74,067	75,180	75,617	76,450
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Cost per permit issued.	\$271.66	\$325.37	\$216.99	\$199.85
Code Enforcement expenditures per capita.	\$27.76	\$26.62	\$28.36	\$28.12
Planning expenditures per capita.	\$19.82	\$19.11	\$19.01	\$19.69
Percentage of code cases initiated by the City.	42.20%	75.00%	75.00%	76%
Citizen rating of quality of City code enforcement services.	50%	47%	55%	56%
Citizen rating of animal control.	64%	57%	65%	67%
Citizen rating of City land use, planning and zoning. (Percent “excellent” or “good”).	46%	42%	39%	41%

# Community Development

## Planning

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,265,863	\$ 1,261,131	\$ 1,177,653	\$ 1,254,734	\$ 77,081
Operating Expenditures	202,215	175,399	259,642	250,474	(9,168)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,468,078</b>	<b>\$ 1,436,530</b>	<b>\$ 1,437,295</b>	<b>\$ 1,505,208</b>	<b>\$ 67,913</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.30	-
Planning Manager	20	1.00	1.00	1.00	-
Construction Manager	19	1.00	1.00	1.00	-
Landscape Architect	18	1.00	1.00	1.00	-
Senior Planner	17	4.50	4.50	3.50	(1.00)
Urban Forrester	16	1.00	1.00	1.00	-
Planner	15	2.00	1.00	2.00	1.00
Project Coordinator	15	1.00	1.00	1.00	-
Land Development Technician	13	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>13.80</b>	<b>12.80</b>	<b>12.80</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Senior Planner	17	1.00	1.00	2.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>15.80</b>	<b>14.80</b>	<b>15.80</b>	<b>-</b>



# Community Development

## Building Services

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,384,796	\$ 1,133,154	\$ 1,166,951	\$ 1,088,223	\$ (78,728)
Operating Expenditures	411,548	335,367	337,950	310,738	(27,212)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,796,344</b>	<b>\$ 1,468,521</b>	<b>\$ 1,504,901</b>	<b>\$ 1,398,961</b>	<b>\$ (105,940)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Community Development Director	22	0.40	0.40	0.40	-
Building Official	20	1.00	1.00	1.00	-
Chief Building Inspector	18	1.00	1.00	1.00	-
Senior Building Inspector	15	2.00	2.00	4.00	2.00
Plans Examiner	15	2.00	2.00	2.00	-
Building Inspector	14	3.00	3.00	1.00	(2.00)
Permit Supervisor	13	1.00	1.00	1.00	-
Construction Inspector	12	2.00	2.00	-	(2.00)
Permit Technician	8	3.00	3.00	3.00	-
<b>Total Full-time</b>		<b>15.40</b>	<b>15.40</b>	<b>13.40</b>	<b>(2.00)</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>15.40</b>	<b>15.40</b>	<b>13.40</b>	<b>(2.00)</b>

# Community Development

## Code Enforcement

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,380,295	\$ 1,400,093	\$ 1,492,069	\$ 1,515,573	\$ 23,504
Operating Expenditures	675,572	601,375	652,738	634,120	(18,618)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,055,867</b>	<b>\$ 2,001,468</b>	<b>\$ 2,144,807</b>	<b>\$ 2,149,693</b>	<b>\$ 4,886</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Community Development Director	22	0.30	0.30	0.30	-
Code Enforcement Manager	20	1.00	1.00	1.00	-
Code Enforcement Supervisor	14	2.00	2.00	2.00	-
Officer Manager	12	1.00	1.00	1.00	-
Code Enforcement Inspector	10	10.00	10.00	10.00	-
Animal Control Officer	10	2.00	2.00	2.00	-
Landscape Specialist	10	1.00	1.00	1.00	-
Tree Inspector	9	1.00	1.00	1.00	-
Senior Staff Assistant	8	2.00	2.00	1.00	(1.00)
Staff Assistant	7	1.00	1.00	1.00	-
Records Clerk	7	1.00	1.00	1.00	-
Customer Service Representative I	6	2.00	2.00	4.00	2.00
Data Entry Clerk	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>25.30</b>	<b>25.30</b>	<b>25.30</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Code Enforcement Inspector	10	1.00	1.00	1.00	-
Customer Service Representative I	6	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>27.30</b>	<b>27.30</b>	<b>27.30</b>	<b>-</b>

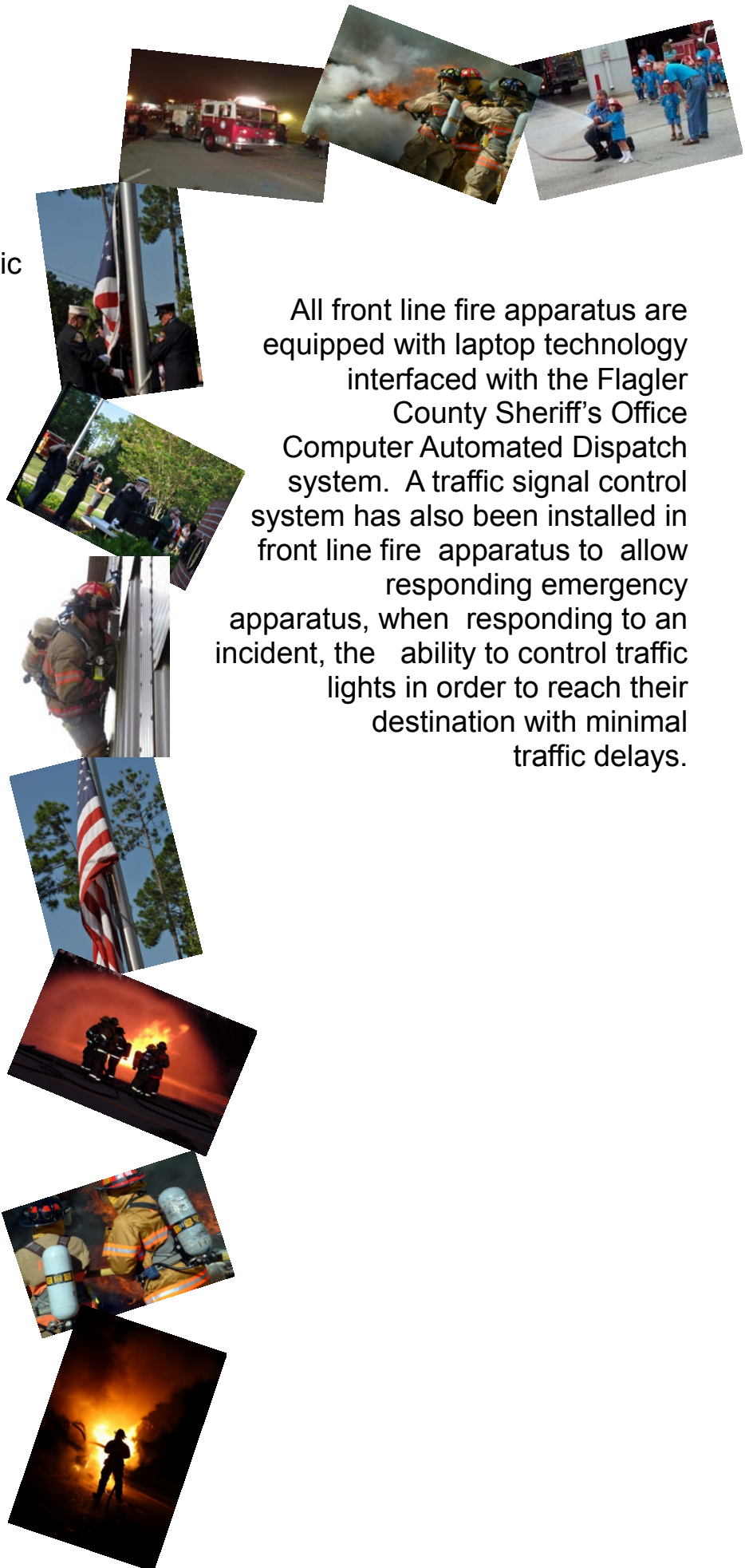
# Fire

## Department Summary

The Fire Department provides basic and advanced life support and fire suppression/prevention services. The fire service area includes the City, as well as mutual aid response, when needed, within the County and other municipalities. In addition, the department is responsible for enforcing City, State, and Federal Fire and Life Safety Codes. This is accomplished by performing building and site plan reviews, business inspections, and public education.

Three new stations were opened in fiscal year 2009, one of which also houses Fire Administrative Offices. A total of 59 FTE's and 27 Volunteer members operate out of 5 fire stations located throughout the City. The Department is licensed for Advanced Life Support (ALS), non-transport with all front line apparatus licensed for ALS service. The results of a station location/fire response zone evaluation study conducted by an outside consulting firm as well as an Insurance Services Organization survey, will likely result in the need for additional stations and services throughout the City in the future. (The City I.S.O rating is currently a 4).

All front line fire apparatus are equipped with laptop technology interfaced with the Flagler County Sheriff's Office Computer Automated Dispatch system. A traffic signal control system has also been installed in front line fire apparatus to allow responding emergency apparatus, when responding to an incident, the ability to control traffic lights in order to reach their destination with minimal traffic delays.



# Fire

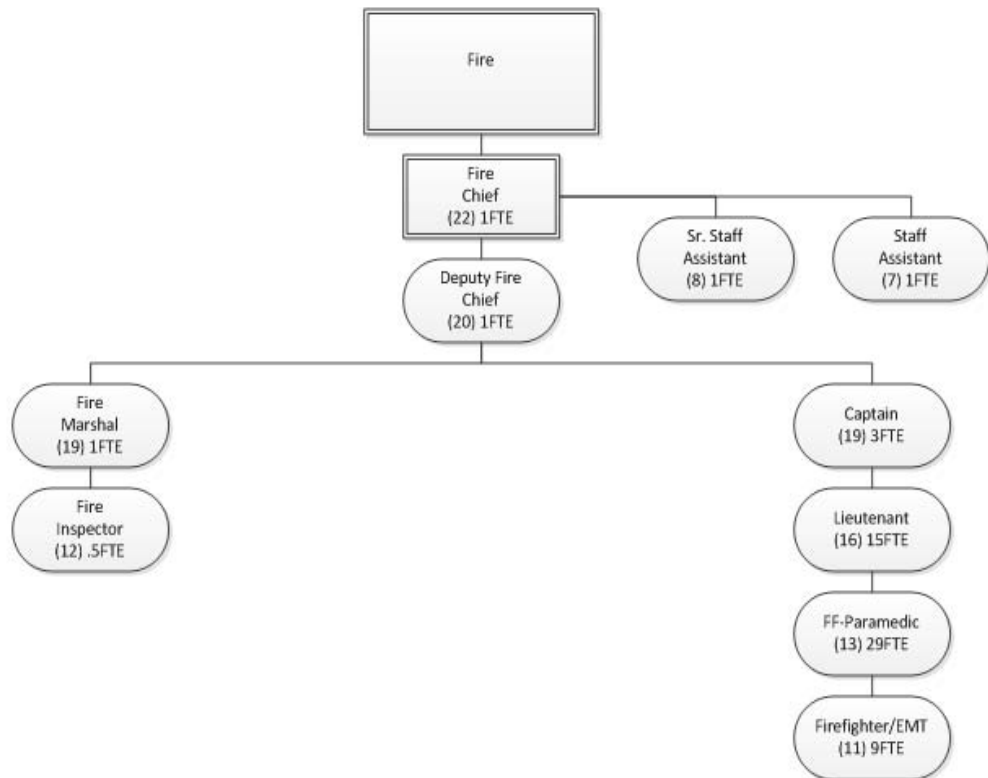
## Department Objectives



Fire	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
<p><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Fire

## Organizational Chart



# Fire

## Performance Measures

### Fire Department

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
City area (square miles).	81	81	81	81
Number of emergency responses.	5,590	5,578	5,578	5,700
Number of business inspections.	1,181	1,200	1,200	1,200
Number of plan reviews.	199	N/A	N/A	N/A
Number of new construction inspections.	571	N/A	N/A	N/A
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Cost per emergency response.	\$1,405.68	\$1,328.02	\$1,300.59	\$1,273.08
Percentage of response times, 5 minutes or less.	61%	64%	56%	58%
Citizen rating of quality of City fire services (Percent “excellent” or “good”).	95%	92%	96%	97%



# Fire

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 5,982,344	\$ 5,498,868	\$ 5,303,071	\$ 5,099,038	\$ (204,033)
Operating Expenditures	1,866,261	1,941,291	1,980,316	2,082,208	101,892
Capital Outlay	48,522	8,183	-	102,625	102,625
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 7,897,127</b>	<b>\$ 7,448,342</b>	<b>\$ 7,283,387</b>	<b>\$ 7,283,871</b>	<b>\$ 484</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Lifepak Cardiac Monitor	\$ 64,000
Scott Airpaks	38,625
<b>Total</b>	<b>\$ 102,625</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Fire Chief	22	1.00	1.00	1.00	-
Deputy Fire Chief	20	1.00	1.00	1.00	-
Fire Captain	19	3.00	3.00	3.00	-
Fire Marshal	19	1.00	1.00	1.00	-
Fire Lieutenant	16	15.00	15.00	15.00	-
Firefighter/Paramedic	13	33.00	29.00	28.00	(1.00)
Fire Inspector	12	1.00	0.50	-	(0.50)
Firefighter/EMT	11	9.00	9.00	8.00	(1.00)
Senior Staff Assistant	8	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>66.00</b>	<b>61.50</b>	<b>59.00</b>	<b>(2.50)</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>66.00</b>	<b>61.50</b>	<b>59.00</b>	<b>(2.50)</b>

# Public Works / Utility

## Department Summary

Public Works is responsible for providing the City's water and wastewater services, maintenance and repairs to City streets, the drainage swales, and other rights-of-way, including striping, signals, signage, litter collection, and mowing. The department also manages the City's fleet of vehicles and large equipment.

The Fleet Management (FM) Fund is an Internal Service Fund that is designed to maintain the City's fleet of vehicles and equipment and to accumulate reserves for the acquisition of replacements for the fleet when the useful life has expired. Transfers from the user departments provide the revenues necessary to accomplish this task.

The Utility Division provides water, wastewater and reuse services to the City of Palm Coast and surrounding areas. The Utility operates as an enterprise fund utilizing its operating revenues and capacity fees to cover its expenses with no support from tax dollars.

The initial purchase of the utility system as well as major capital expenditures, have been financed through the issuance of Revenue Bonds. In

addition, State Revolving Fund loans have been acquired to fund recent expansions of the wastewater collection, treatment and reuse facilities. It is the responsibility of the Utility Division to deliver a high quality of service to the citizens of Palm Coast and surrounding areas. This includes following all mandated compliance rules and regulations set forth in the operating permits issued by the various regulatory authorities and to be responsible stewards of the environment. The department maintains a twenty-four hour, seven day a week emergency call service to respond to the utility service needs of the citizens.



# Public Works / Utility

## Department Objectives



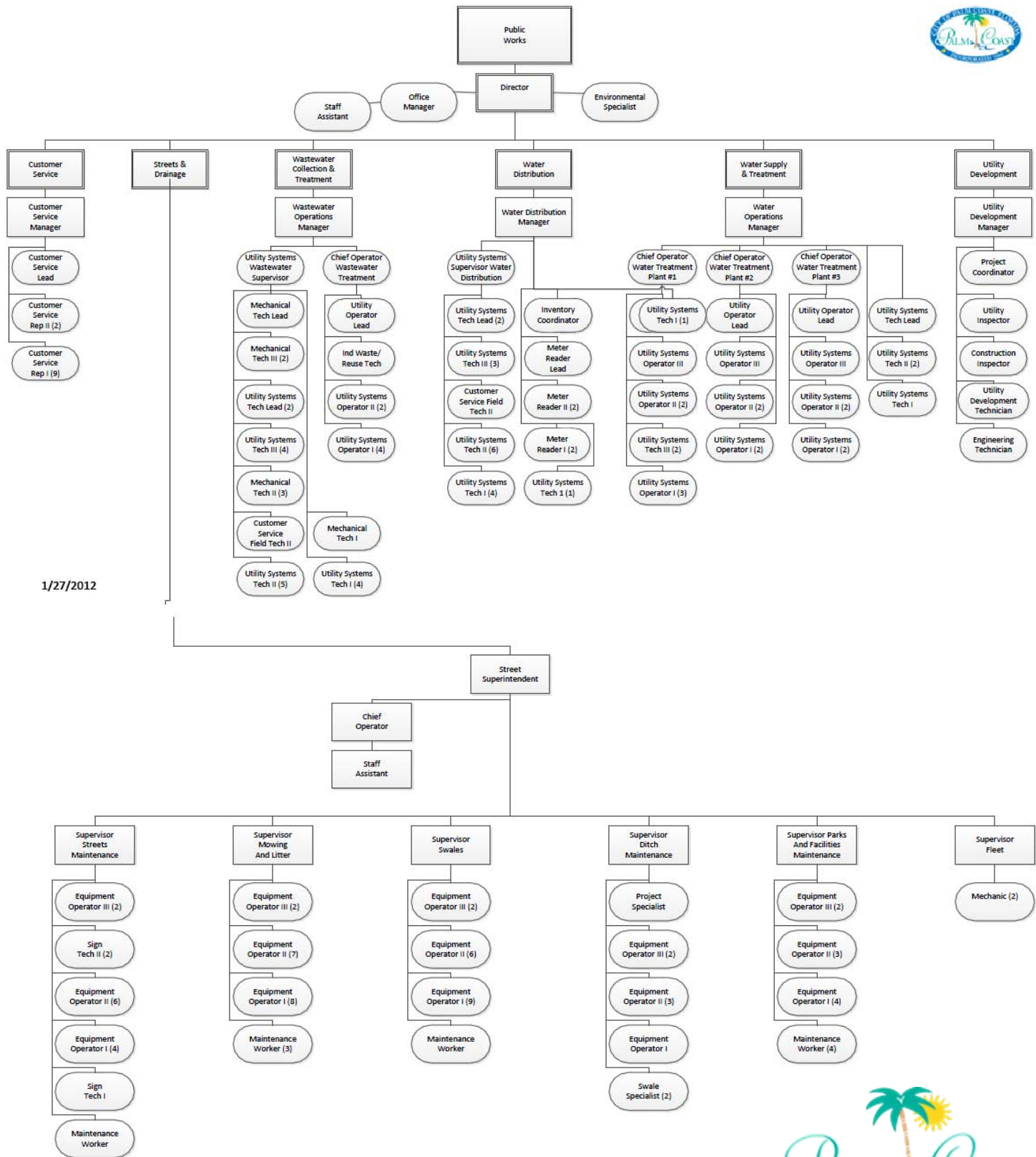
Public Works	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees
	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water

**Vision: To be recognized as one of Florida's premier cities in which to live, work and play**



# Public Works / Utility

## Organizational Chart



1/27/2012



# Public Works / Utility

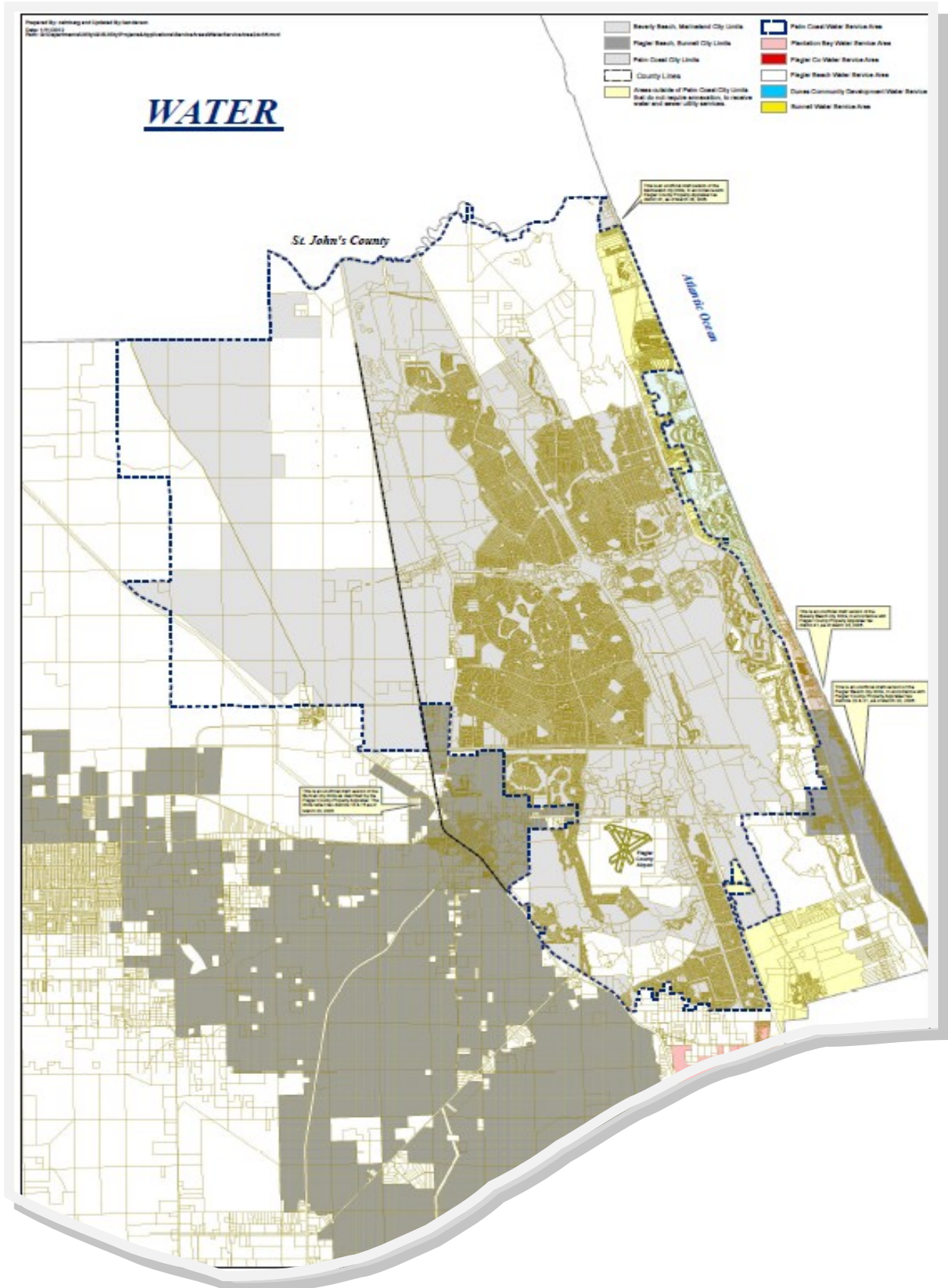
## Performance Measures

### Public Works / Utility

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population	74,067	75,180	75,617	76,450
Streets (miles).	570	570	570	570
City area (square miles).	81	81	81	81
Street fees collected.	\$92,841	\$112,000	\$111,000	\$113,000
Units in the fleet.	291	291	291	299
Public Works employees (FTE).	179.5	172.5	174.5	205.5
Number utility connections.	42,903	43,000	43,115	43,365
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Street costs per capita	\$68.39	\$67.51	\$65.31	\$65.59
Parks cost per capita.	\$13.40	\$12.85	\$14.50	\$15.46
Citizen rating of quality of City street repair services.	55%	68%	70%	72%
Citizen rating of quality of sidewalk maintenance.	57%	65%	68%	70%
Citizen rating of quality of parks.	80%	82%	85%	86%
Citizen rating of drinking water.	66%	65%	65%	66%
Citizen rating of sewer services. (Percent "excellent" or "good").	73%	76%	81%	82%

# Public Works / Utility

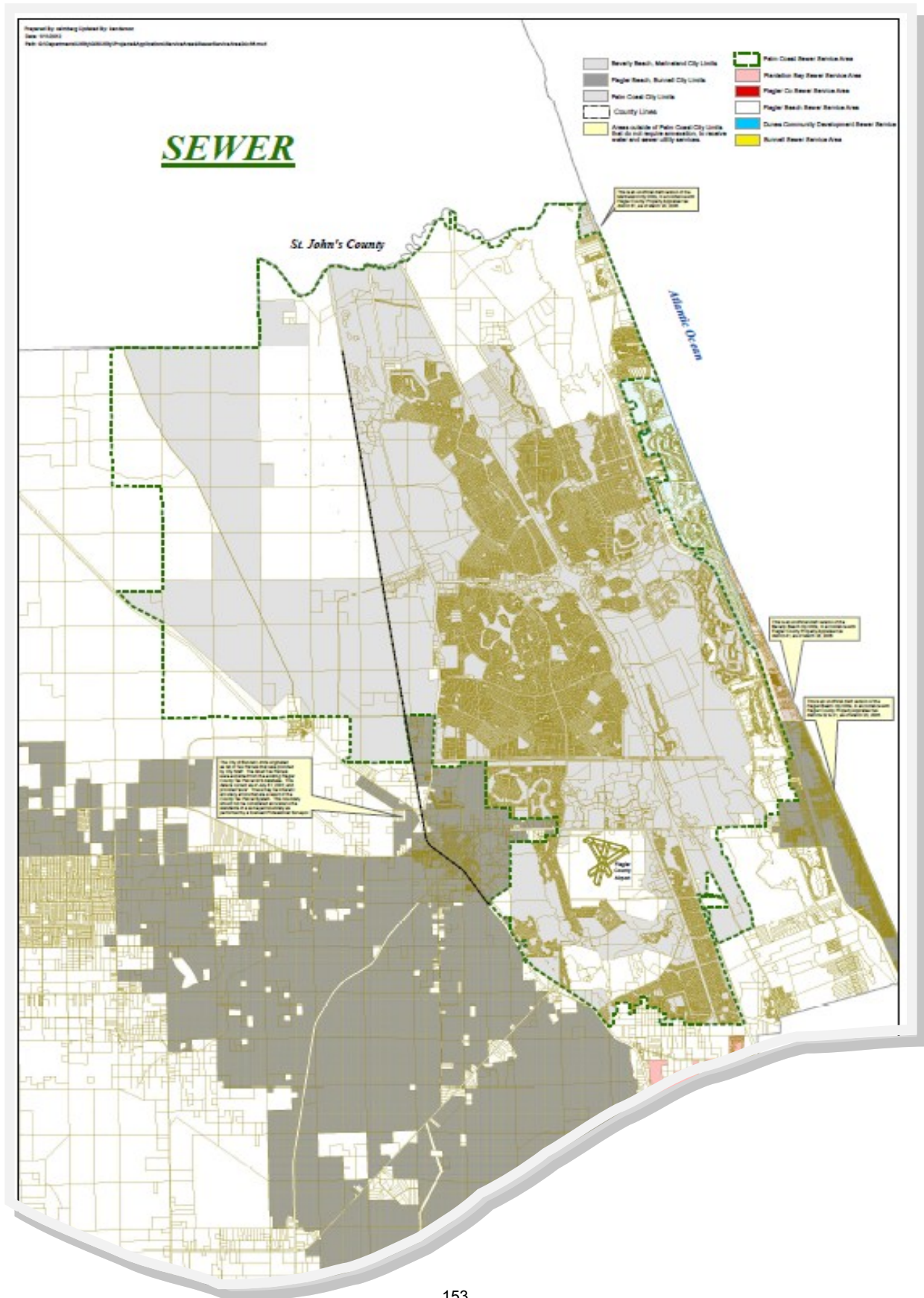
## Water Service Area Map





# Public Works / Utility

## Sewer Service Area Map



# Public Works / Utility

## Streets

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 2,288,399	\$ 1,984,558	\$ 2,043,104	\$ 2,037,772	\$ (5,332)
Operating Expenditures	2,836,758	3,203,059	2,991,156	2,975,406	(15,750)
Capital Outlay	32,819	-	15,483	19,500	4,017
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	75,000	75,000
Contingency	-	-	-	20,000	20,000
<b>Total Expenditures</b>	<b>\$ 5,157,976</b>	<b>\$ 5,187,617</b>	<b>\$ 5,049,743</b>	<b>\$ 5,127,678</b>	<b>\$ 77,935</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Trailers for mowers	\$ 4,500
Pressure Washer	8,500
Gator Cart	6,500
<b>Total</b>	<b>\$ 19,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Director	22	0.30	0.30	0.30	-
Streets Superintendent	19	1.00	1.00	1.00	-
Public Works Chief Operator	15	1.00	1.00	1.00	-
Public Works Supervisor	12	2.00	2.00	2.00	-
Equipment Operator III	10	3.00	3.00	4.00	1.00
Equipment Operator II	8	10.00	10.00	14.00	4.00
Equipment Operator I	6	18.00	18.00	12.00	(6.00)
Maintenance Worker	5	6.00	6.00	5.00	(1.00)
Sign Technician I	6	1.00	1.00	1.00	-
Sign Technician II	9	2.00	2.00	2.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>45.30</b>	<b>45.30</b>	<b>43.30</b>	<b>(2.00)</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>45.30</b>	<b>45.30</b>	<b>43.30</b>	<b>(2.00)</b>

# Public Works / Utility

## Facilities Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 94,487	\$ 85,591	\$ 92,946	\$ 94,755	\$ 1,809
Operating Expenditures	583,886	568,856	575,670	587,738	12,068
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 678,373</b>	<b>\$ 654,447</b>	<b>\$ 668,616</b>	<b>\$ 682,493</b>	<b>\$ 13,877</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Equipment Operator II	8	1.00	1.00	1.00	-
Equipment Operator I	6	1.00	1.00	1.00	-
<b>Total Full-Time</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

# Public Works / Utility

## Parks Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 586,507	\$ 597,242	\$ 600,934	\$ 671,675	\$ 70,741
Operating Expenditures	385,143	368,828	474,324	504,458	30,134
Capital Outlay	20,550	-	21,000	5,500	(15,500)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 992,200</b>	<b>\$ 966,070</b>	<b>\$ 1,096,258</b>	<b>\$ 1,181,633</b>	<b>\$ 85,375</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Bleachers	\$ 5,500
<b>Total</b>	<b>\$ 5,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Supervisor	12	1.00	1.00	1.00	-
Equipment Operator III	10	2.00	2.00	2.00	-
Equipment Operator II	8	2.00	2.00	2.00	-
Equipment Operator I	6	3.00	3.00	4.00	1.00
Maintenance Worker	5	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>1.00</b>

# Public Works / Utility

## Fleet Management

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 190,333	\$ 172,594	\$ 195,637	\$ 238,172	\$ 42,535
Operating Expenditures	2,774,048	3,018,395	1,921,266	2,006,371	85,105
Capital Outlay	-	-	495,430	1,825,500	1,330,070
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	1,161,863	-	(1,161,863)
<b>Total Expenditures</b>	<b>\$ 2,964,381</b>	<b>\$ 3,190,989</b>	<b>\$ 3,774,196</b>	<b>\$ 4,070,043</b>	<b>\$ 295,847</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Mechanic Shop Supervisor	12	1.00	1.00	1.00	-
Mechanic I	9	2.00	2.00	3.00	1.00
<b>Total Full-time</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>1.00</b>

# Public Works / Utility

## Administration

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 921,165	\$ 858,050	\$ 875,956	\$ 885,064	\$ 9,108
Operating Expenditures	393,575	293,588	281,122	273,148	(7,974)
Capital Outlay	-	-	-	8,500	8,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,314,740</b>	<b>\$ 1,151,638</b>	<b>\$ 1,157,078</b>	<b>\$ 1,166,712</b>	<b>\$ 9,634</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Fire sprinkler system repairs	\$ 8,500
<b>Total</b>	<b>\$ 8,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Director	22	0.70	0.70	0.70	-
Utility Development Manager	19	1.00	1.00	1.00	-
Environmental Specialist	17	1.00	1.00	1.00	-
Project Coordinator	15	1.00	1.00	1.00	-
Utility Inspector	14	1.00	1.00	1.00	-
Inventory Coordinator	12	1.00	1.00	1.00	-
Construction Inspector	12	1.00	1.00	1.00	-
Office Manager	12	1.00	1.00	1.00	-
Engineering Technician	11	1.00	1.00	1.00	-
Utility Development Review Technician	11	1.00	1.00	1.00	-
Staff Assistant	7	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>10.70</b>	<b>10.70</b>	<b>10.70</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>10.70</b>	<b>10.70</b>	<b>10.70</b>	<b>-</b>



# Public Works / Utility

## Utility Maintenance

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 449,588	\$ 430,964	\$ 403,903	\$ 406,169	\$ 2,266
Operating Expenditures	202,705	163,631	220,458	227,886	7,428
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 652,293</b>	<b>\$ 594,595</b>	<b>\$ 624,361</b>	<b>\$ 634,055</b>	<b>\$ 9,694</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Mechanical Technician - Lead	14	1.00	1.00	1.00	-
Mechanical Technician III	13	2.00	2.00	2.00	-
Mechanical Technician II	8	2.00	2.00	3.00	1.00
Mechanical Technician I	6	2.00	2.00	1.00	(1.00)
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

# Public Works / Utility

## Wastewater Collection

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,045,396	\$ 928,005	\$ 1,011,466	\$ 1,014,598	\$ 3,132
Operating Expenditures	1,256,979	1,139,749	1,219,178	1,232,490	13,312
Capital Outlay	10,540	2,589	5,000	5,000	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	58,184	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,371,099</b>	<b>\$ 2,070,343</b>	<b>\$ 2,235,644</b>	<b>\$ 2,252,088</b>	<b>\$ 16,444</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Reuse meter	\$ 5,000
<b>Total</b>	<b>\$ 5,000</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	4.00	4.00	4.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	5.00	5.00	5.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>

# Public Works / Utility

## Wastewater Treatment

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 607,372	\$ 595,974	\$ 563,112	\$ 588,746	\$ 25,634
Operating Expenditures	1,128,166	1,138,383	1,075,808	1,177,057	101,249
Capital Outlay	18,176	-	10,000	-	(10,000)
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,753,714</b>	<b>\$ 1,734,357</b>	<b>\$ 1,648,920</b>	<b>\$ 1,765,803</b>	<b>\$ 116,883</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Reuse Technician	11	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	4.00	4.00	4.00	-
<b>Total Full-time</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 1

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 608,355	\$ 577,285	\$ 614,148	\$ 593,452	\$ (20,696)
Operating Expenditures	921,038	1,088,251	1,103,625	1,135,155	31,530
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,529,393</b>	<b>\$ 1,665,536</b>	<b>\$ 1,717,773</b>	<b>\$ 1,728,607</b>	<b>\$ 10,834</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	3.00	3.00	3.00	-
Utility Systems Technician III	9	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 2

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 432,693	\$ 452,130	\$ 457,020	\$ 431,546	\$ (25,474)
Operating Expenditures	781,778	755,666	757,946	807,020	49,074
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,214,471</b>	<b>\$ 1,207,796</b>	<b>\$ 1,214,966</b>	<b>\$ 1,238,566</b>	<b>\$ 23,600</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	1.00	2.00	2.00	-
Utility Systems Operator I	8	3.00	2.00	2.00	-
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

# Public Works / Utility

## Water Plant 3

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 454,645	\$ 454,212	\$ 436,146	\$ 446,770	\$ 10,624
Operating Expenditures	508,881	509,757	489,964	525,956	35,992
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 963,526</b>	<b>\$ 963,969</b>	<b>\$ 926,110</b>	<b>\$ 972,726</b>	<b>\$ 46,616</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Utility Systems Chief Operator	15	1.00	1.00	1.00	-
Utility Systems Operator - Lead	13	1.00	1.00	1.00	-
Utility Systems Operator III	12	1.00	1.00	1.00	-
Utility Systems Operator II	10	2.00	2.00	2.00	-
Utility Systems Operator I	8	2.00	2.00	2.00	-
<b>Total Full-time</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>



# Public Works / Utility

## Water Quality

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 337,910	\$ 358,169	\$ 376,857	\$ 354,722	\$ (22,135)
Operating Expenditures	75,499	63,812	102,616	114,865	12,249
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 413,409</b>	<b>\$ 421,981</b>	<b>\$ 479,473</b>	<b>\$ 469,587</b>	<b>\$ (9,886)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	1.00	1.00	1.00	-
Utility Systems Technician II	7	2.00	2.00	2.00	-
Utility System Technician I	5	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

# Public Works / Utility

## Water Distribution

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,510,255	\$ 1,306,868	\$ 1,391,861	\$ 1,380,972	\$ (10,889)
Operating Expenditures	2,083,778	938,814	878,560	933,800	55,240
Capital Outlay	479,547	402,183	400,000	429,500	29,500
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	66,462	-	26,500	26,500
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,073,580</b>	<b>\$ 2,714,327</b>	<b>\$ 2,670,421</b>	<b>\$ 2,770,772</b>	<b>\$ 100,351</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Meter installs	\$ 416,000
Traler	13,500
<b>Total</b>	<b>\$ 429,500</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Utility Systems Manager	19	1.00	1.00	1.00	-
Utility Systems Supervisor	15	1.00	1.00	1.00	-
Utility Systems Technician - Lead	12	2.00	2.00	2.00	-
Utility Systems Technician III	9	3.00	3.00	3.00	-
Lead Meter Reader	8	1.00	1.00	1.00	-
Customer Service Field Technician II	8	1.00	1.00	1.00	-
Utility Systems Technician II	7	7.00	7.00	7.00	-
Utility System Technician I	5	4.00	4.00	4.00	-
Meter Reader	5	4.00	4.00	2.00	(2.00)
Meter Reader II	6	-	-	2.00	2.00
<b>Total Full-time</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>-</b>

# Public Works / Utility

## Customer Service

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 748,408	\$ 817,154	\$ 820,725	\$ 900,819	\$ 80,094
Operating Expenditures	355,665	349,059	332,443	352,172	19,729
Capital Outlay	-	-	-	-	-
Debt Service	34,448	27,442	30,000	35,000	5,000
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,138,521</b>	<b>\$ 1,193,655</b>	<b>\$ 1,183,168</b>	<b>\$ 1,287,991</b>	<b>\$ 104,823</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Customer Service Manager	15	-	1.00	1.00	-
Accountant I	14	1.00	1.00	1.00	-
Customer Service Supervisor	12	1.00	-	-	-
Customer Service Lead	10	-	1.00	1.00	-
Accounting Technician II	10	2.00	2.00	2.00	-
Accounting Technician I	8	-	-	1.00	1.00
Customer Service Representative II	8	1.00	2.00	3.00	1.00
Customer Service Representative I	6	9.00	9.00	9.00	-
Data Entry Clerk	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>15.00</b>	<b>17.00</b>	<b>18.00</b>	<b>1.00</b>
<b>Part-time/Temporary</b>					
Customer Service Representative I	6	-	-	1.00	1.00
Mail Clerk	2	1.00	1.00	-	(1.00)
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>16.00</b>	<b>18.00</b>	<b>19.00</b>	<b>1.00</b>

# Public Works / Utility

## Utility Non-Departmental

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 19,000	\$ 28,000	\$ -	\$ -	\$ -
Operating Expenditures	10,746,020	11,174,109	2,058,871	1,967,874	(90,997)
Capital Outlay	-	-	-	-	-
Debt Service	6,937,094	6,893,254	11,198,855	11,191,866	(6,989)
Grants and Aide	10,000	10,000	10,000	10,000	-
Transfers	3,625,469	7,221,670	2,252,991	2,304,518	51,527
Contingency	-	-	206,164	119,479	(86,685)
<b>Total Expenditures</b>	<b>\$ 21,337,583</b>	<b>\$ 25,327,033</b>	<b>\$ 15,726,881</b>	<b>\$ 15,593,737</b>	<b>\$ (133,144)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

# Public Works / Utility

## Stormwater Operations

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 33,318	\$ 488,227	\$ 1,340,015	\$ 1,367,268	\$ 27,253
Operating Expenditures	(1,870)	153,271	584,757	577,724	(7,033)
Capital Outlay	6,082,587	2,082,216	1,200,000	1,350,000	150,000
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,114,035</b>	<b>\$ 2,723,714</b>	<b>\$ 3,124,772</b>	<b>\$ 3,294,992</b>	<b>\$ 170,220</b>

Description	Proposed FY 13
Valley Gutters	\$ 75,000
Swale Rehab	725,000
Pipe Replacements	550,000
<b>Total</b>	<b>\$ 1,350,000</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Public Works Supervisor	12	2.00	2.00	2.00	-
Project Specialist	11	1.00	1.00	1.00	-
Swale Specialist	10	2.00	2.00	2.00	-
Equipment Operator III	10	4.00	4.00	4.00	-
Equipment Operator II	8	10.00	10.00	8.00	(2.00)
Equipment Operator I	6	7.00	7.00	10.00	3.00
Maintenance Worker	5	1.00	1.00	-	(1.00)
<b>Total Full-time</b>		<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>

# Engineering and Stormwater

## Department Summary

The Department is responsible for assisting with the design, construction, and maintenance of the City's infrastructure. Protocols have been set to ensure that new construction will meet the established technical standards and achieve a high quality of life, as determined by the elected officials.

In 2004, the City of Palm Coast established a Stormwater Utility and the technical administrative functions of this utility are performed by the Engineering & Stormwater Department and are a separate function from the Engineering Division of the department.

The Stormwater Division functions include: maintaining the freshwater and saltwater canal systems, modeling the existing stormwater drainage system, implementing the revised Stormwater Ordinance, calculating the equivalent residential units (ERU) for stormwater billing purposes, and preparation of plans for replacement or repair of the drainage system.

The Engineering Division functions include: plan review of new infrastructure and developments, establishing technical standards, inventory of infrastructure assets, and supporting all other departments with technical issues.





# Engineering and Stormwater

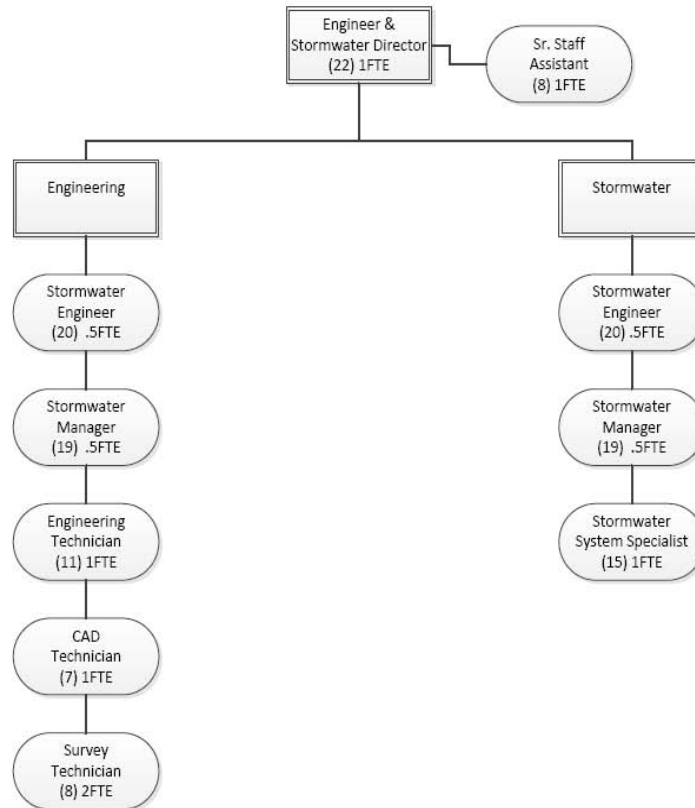
## Department Objectives



Engineering & Stormwater	Objective	Strategy
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities: Comprehensive Emergency Management
	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
<p><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Engineering and Stormwater

## Organizational Chart



1/23/2012



# Engineering and Stormwater

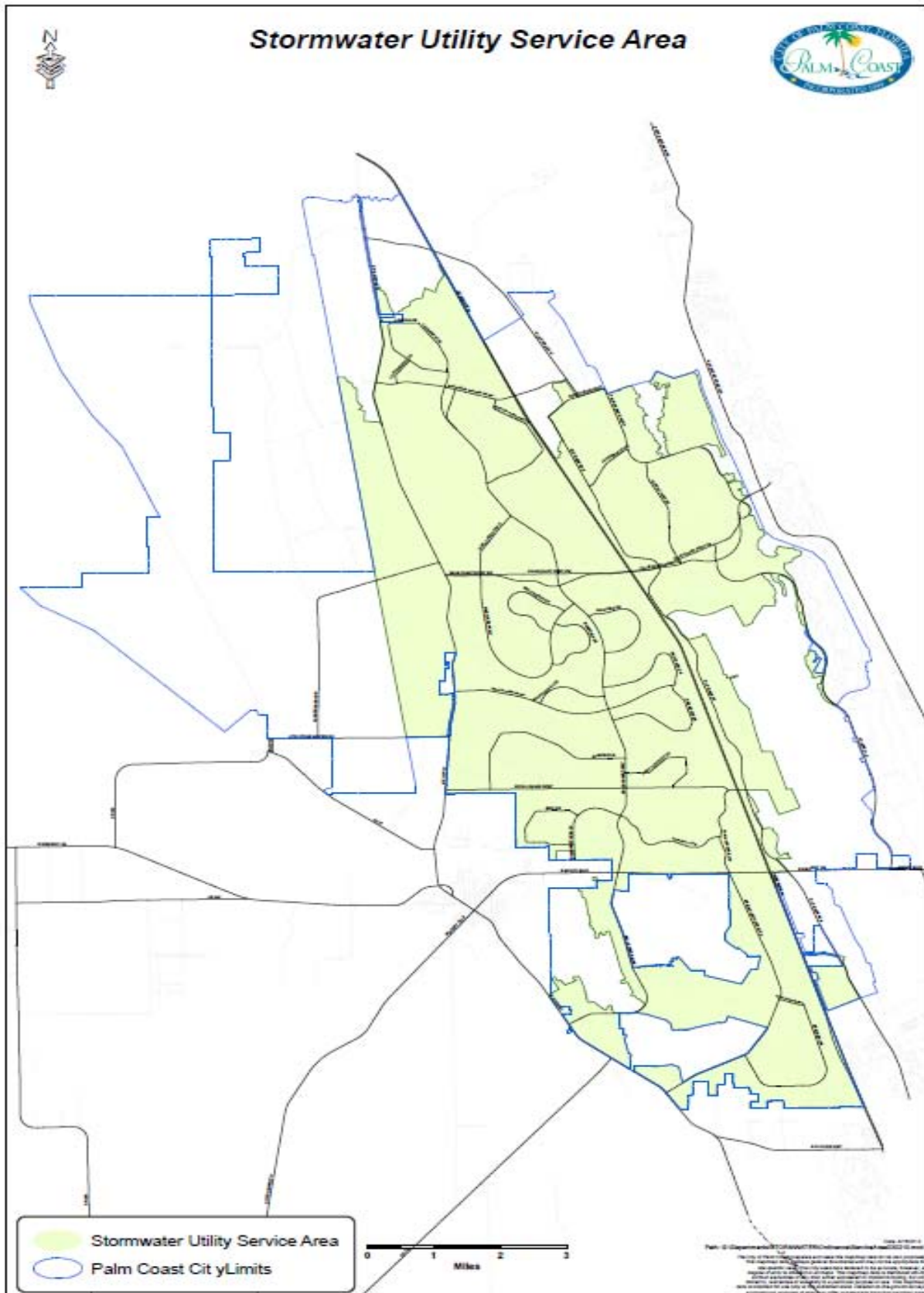
## Performance Measures

### Engineering & Stormwater

PERFORMANCE REVIEW	FY 10	FY 11	FY 12	FY 13
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
Streets (miles).	575	580	580	585
City area (square miles).	81	81	81	81
<b>EFFICIENCY/EFFECTIVENESS:</b>				
<b>RESULTS:</b>				
Engineering cost per capita.	\$16.67	\$5.10	\$6.68	\$6.55
Citizen rating of ease of car travel within the City.	62%	57%	71%	72%
Citizen rating of City traffic signal timing.	46%	43%	52%	54%
Citizen rating of street lighting.	36%	37%	46%	47%
Citizen rating of quality of storm drainage. (Percent “excellent” or “good”).	43%	57%	56%	58%

# Engineering and Stormwater

## Stormwater Utility Service Area



# Engineering and Stormwater

## Engineering

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,038,341	\$ 209,561	\$ 438,252	\$ 437,399	\$ (853)
Operating Expenditures	196,510	174,133	68,253	67,802	(451)
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	-	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 1,234,851</b>	<b>\$ 383,694</b>	<b>\$ 506,505</b>	<b>\$ 505,201</b>	<b>\$ (1,304)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Engineering & Stormwater Director	22	0.45	0.45	0.45	-
Stormwater Engineer	20	0.50	0.50	0.50	-
Stormwater Manager	19	-	0.50	0.50	-
Stormwater System Specialist	15	1.00	-	-	-
Engineering Technician	11	-	1.00	1.00	-
Senior Staff Assistant	8	0.50	0.50	0.50	-
Survey Technicians	8	-	2.00	2.00	-
CAD Technician	7	-	1.00	1.00	-
<b>Total Full-time</b>		<b>2.45</b>	<b>5.95</b>	<b>5.95</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Development Review Technician	11	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>3.45</b>	<b>6.95</b>	<b>6.95</b>	<b>-</b>

# Engineering and Stormwater

## Stormwater Management

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,111,730	\$ 558,874	\$ 1,340,015	\$ 317,663	\$ (1,022,352)
Operating Expenditures	3,010,493	2,789,196	584,757	1,023,711	438,954
Capital Outlay	(6,082,587)	(2,082,216)	1,200,000	1,638,100	438,100
Debt Service	185,901	305,737	-	1,337,076	1,337,076
Grants and Aide	-	-	-	-	-
Transfers	-	-	-	79,000	79,000
Contingency	-	-	-	54,750	54,750
<b>Total Expenditures</b>	<b>\$ (1,774,463)</b>	<b>\$ 1,571,591</b>	<b>\$ 3,124,772</b>	<b>\$ 4,450,300</b>	<b>\$ 1,325,528</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Crossing	\$ 250,000
Improvements	100,000
Replacement	1,265,000
Land purchase	23,100
<b>Total</b>	<b>\$ 1,638,100</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Engineering and Stormwater Director	22	0.55	0.55	0.55	-
Stormwater Engineer	20	0.50	0.50	0.50	-
Stormwater Manager	19	1.00	0.50	0.50	-
Stormwater System Specialist	15	-	1.00	1.00	-
Engineering Technician	11	1.00	-	-	-
Survey Technician	8	2.00	-	-	-
Senior Staff Assistant	8	0.50	0.50	0.50	-
CAD Technician	7	1.00	-	-	-
Customer Service Rep I	6	2.00	-	-	-
<b>Total Full-time</b>		<b>8.55</b>	<b>3.05</b>	<b>3.05</b>	<b>-</b>
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
<b>Total Part-time/Temporary</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Personnel</b>		<b>8.55</b>	<b>3.05</b>	<b>3.05</b>	<b>-</b>



# Recreation and Parks

## Department Summary

The Palm Coast Parks and Recreation Department provides comprehensive, quality and safe parks and recreation programs, facilities and services to enrich the quality of life for all residents and visitors to Palm Coast.

In recent years the City has worked hard to improve its Parks and Recreation infrastructure by building the Palm Coast Linear Park, working with the Florida Inland Navigation District to build the southern trail along the Intra-Coastal Waterway, Waterfront Park, Heroes Park, Seminole Woods Neighborhood Park and the Palm Coast Tennis Center. With these projects complete along with the renovation of Palm Harbor Golf Course, the department focus has shifted to enriching the lives of our residents through quality recreation programs, activities and events.

The Palm Coast Parks and Recreation Department continues to provide our families with a quality, safe summer camp experience for toddlers, school aged youth and teens.

Residents can also participate in a variety of aquatic programs, athletic leagues, trips and tours, lectures and workshops or spend the day at one of our annual events including the Rock-n-Rib fest, Egg-stravaganza, Parks and Recreation Month Celebration, Seafood Festival or the Starlight Holiday Event.





# Recreation and Parks


## Trail and Recreation Facilities Map





# Recreation and Parks

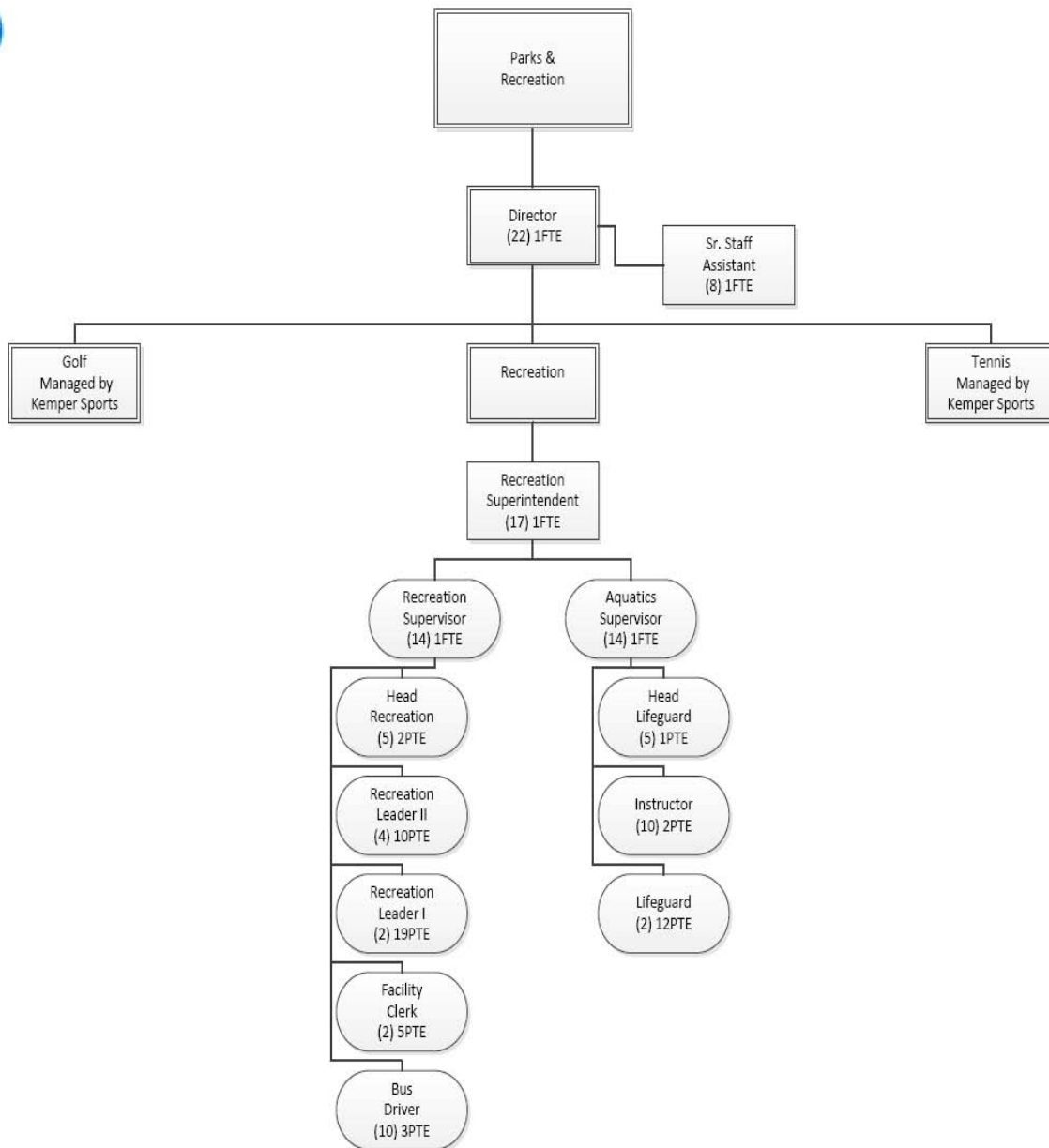
## Department Objectives



Parks and Recreation	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>		

# Recreation and Parks

## Organizational Chart



1/23/2012



# Recreation and Parks

## Performance Measures

### Recreation and Parks

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City.	74,067	75,180	75,617	76,450
Facilities.	4	4	4	4
Parks.	11	11	11	11
Recreation and athletic fees collected.	\$158,546	\$168,209	\$174,057	\$180,000
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Net recreation and athletic cost per capita.	\$10.10	\$13.92	\$15.25	\$14.44
Percent of costs recovered.	17.49%	13.85%	13.12%	14.02%
Citizen rating of City parks	80%	82%	85%	86%
Citizen rating of recreation programs and classes.	70%	66%	73%	74%
Citizen rating of City recreation centers and facilities. (Percent “excellent” or “good”).	65%	65%	68%	69%

# Recreation and Parks

## Recreation / Athletics

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 527,575	\$ 504,361	\$ 716,833	\$ 698,324	\$ (18,509)
Operating Expenditures	378,805	423,186	440,248	485,534	45,286
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	-	287,000	170,000	100,000	(70,000)
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 906,380</b>	<b>\$ 1,214,547</b>	<b>\$ 1,327,081</b>	<b>\$ 1,283,858</b>	<b>\$ (43,223)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
Recreation and Parks Director	22	1.00	1.00	1.00	-
Recreation Superintendent	17	1.00	1.00	1.00	-
Recreation Supervisor	14	2.00	1.00	2.00	1.00
Aquatics Supervisor	14	-	1.00	-	(1.00)
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>
<u>Part-time/Temporary</u>					
Instructor	10	4.00	2.00	2.00	-
Instructor - Aquatics	10	-	-	2.00	2.00
Bus Drivers	10	-	3.00	3.00	-
Head Lifeguard	5	1.00	1.00	1.00	-
Head Recreation Leader	5	-	2.00	2.00	-
Recreation Leader II	4	14.00	10.00	9.00	(1.00)
Facilities Clerk	2	6.00	5.00	5.00	-
Lifeguard	2	22.00	12.00	16.00	4.00
Recreation Leader I	2	24.00	19.00	6.00	(13.00)
<b>Total Part-time/Temporary</b>		<b>71.00</b>	<b>54.00</b>	<b>46.00</b>	<b>(8.00)</b>
<b>Total Personnel</b>	<b>182</b>	<b>76.00</b>	<b>59.00</b>	<b>51.00</b>	<b>(8.00)</b>



# Recreation and Parks

## Tennis Center

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 207,295	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	78,124	353,794	282,087	303,278	21,191
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	2,000	1,000	1,000	1,000	-
Contingency	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 287,419</b>	<b>\$ 354,794</b>	<b>\$ 283,087</b>	<b>\$ 304,278</b>	<b>\$ 21,191</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# Recreation and Parks

## Golf Course

### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	1,876,394	1,924,244	1,578,109	1,595,881	17,772
Capital Outlay	-	-	-	-	-
Debt Service	-	-	-	-	-
Grants and Aide	-	-	-	-	-
Transfers	373,586	18,000	22,000	23,000	1,000
Contingency	-	-	5,556,500	-	(5,556,500)
<b>Total Expenditures</b>	<b>\$ 2,249,980</b>	<b>\$ 1,942,244</b>	<b>\$ 7,156,609</b>	<b>\$ 1,618,881</b>	<b>\$ (5,537,728)</b>

### CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
	\$ -
<b>Total</b>	<b>\$ -</b>

### PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<u>Full-time</u>					
N/A		-	-	-	-
Total Full-time		-	-	-	-
<u>Part-time/Temporary</u>					
N/A		-	-	-	-
Total Part-time/Temporary		-	-	-	-
Total Personnel		-	-	-	-

# General Fund Non-Department

The purpose of this area is to provide for expenditures that are not related to a specific City department. These include community grants, transfers to other funds, reserves, and other types of expenditures.

## Grants and Aide are made up of the following:

RSVP (Flagler Volunteer Services)	\$	25,000
Historical Society		3,000
Cultural Arts (various groups)		20,000
Agricultural Museum		20,000
<b>Total</b>	<b>\$</b>	<b>68,000</b>

## Transfers are made up of the following:

SR100 Community Redevelopment Fund	\$	521,000
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### EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	59,798	72,668	65,000	65,000	-
Capital Outlay	-	-	-	-	-
Debt Service	39,480	26,320	-	-	-
Grants and Aide	110,379	72,289	68,000	68,000	-
Transfers	6,587,620	635,016	515,874	521,000	5,126
Contingency	-	-	-	24,000	24,000
<b>Total Expenditures</b>	<b>\$ 6,797,277</b>	<b>\$ 806,293</b>	<b>\$ 648,874</b>	<b>\$ 678,000</b>	<b>\$ 29,126</b>



# Information Technology and Communications

## Department Summary

The Information Technology & Communication Department's (IT&C) primary role is to provide services to other City departments and to distribute information to our citizens and customers. These services are provided by three divisions: IT Applications, IT Operations, and Video Productions. Services IT&C provides to our citizens and customers include development and maintenance of the City's website, the introduction of additional E-Gov online services, automated voice solutions (IVR), and to provide informative, and emergency information via the City's cable channel PCMA TV199.

Chief among our goals this year is improving interagency cooperation and improving local services for Palm Coast

residents. In cooperation with Flagler County, we will create a unified emergency communications network used by all Flagler County agencies by merging existing 800 MHz networks. Palm Coast FiberNET, a municipal owned, fiber based open access network, began offering service in late FY2010. This will provide an additional revenue source going forward.

Continuing in the direction of "going green", IT&C has continued to implement paperless solutions this year to conserve resources and streamline processes. The IT&C department will continue to improve vital City processes while introducing new services where appropriate.


## Palm Coast FiberNET

### *Business at Lightspeed*

The City of Palm Coast's high performance fiber network is available for business and commercial use in Palm Coast. The goal of this effort is to create business opportunities for private sector service providers, lower the cost of telecom and broadband for local businesses and to help attract new businesses and job opportunities to the City. Broadband connections to businesses provide Internet access, a wider variety of telephone, videoconferencing, and other business class services.

# Information Technology and Communications

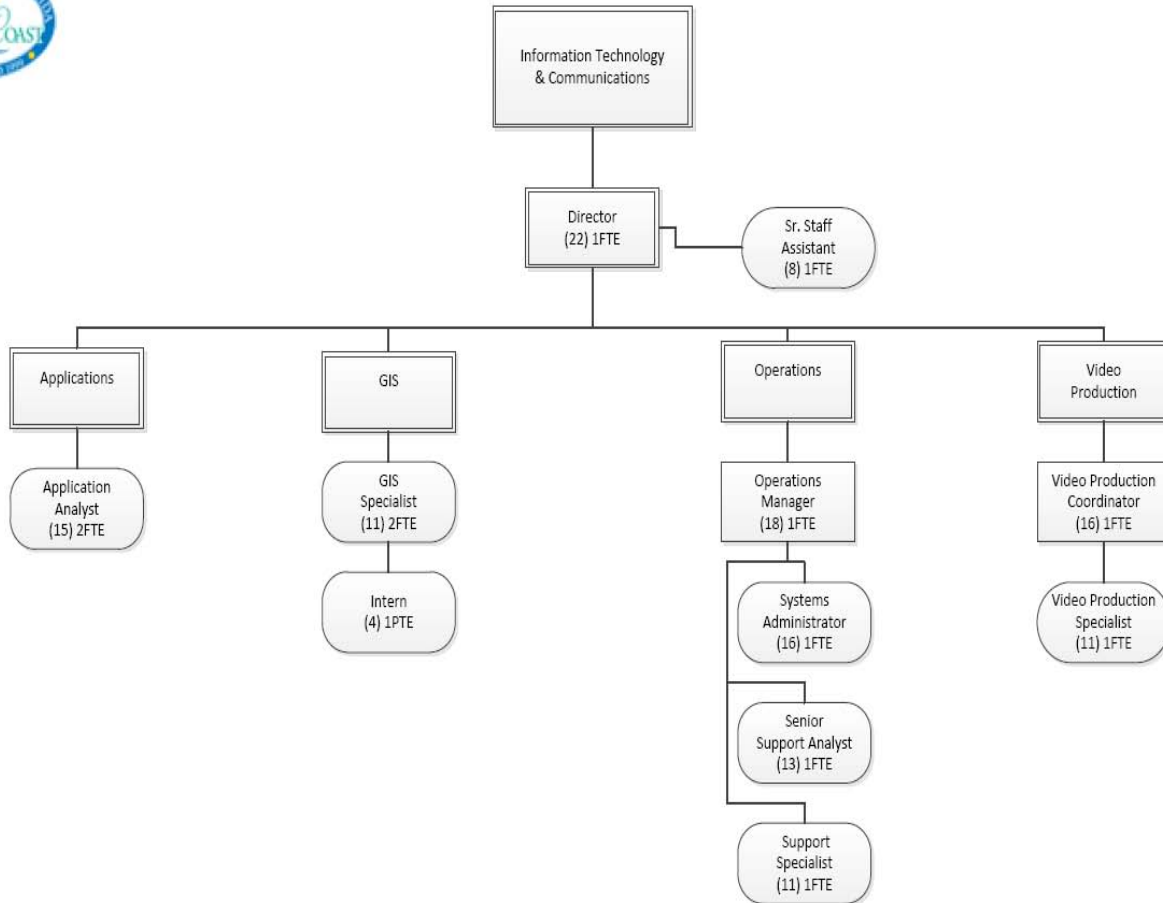
## Department Objectives



IT&C	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reached broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources
<p align="center"><b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b></p>		

# Information Technology and Communications

## Organizational Chart



1/23/2012





# Information Technology and Communications

## Performance Measures

### Information Technology & Communication

<b>PERFORMANCE REVIEW</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>
<b>DEMAND/WORKLOAD:</b>				
Population – City	74,067	75,180	75,617	76,450
City departments.	8	8	8	8
City employees (FTE).	428.3	396.13	385.81	382.43
Number of PCs in service.	413	400	400	400
<b>EFFICIENCY/EFFECTIVENESS:</b>				
Department operating cost per capita.	\$33.17	\$26.88	\$31.76	\$24.78
External revenues as a percentage of total expenditures.	9.45%	8.13%	16.46%	22.00%

# Information Technology and Communications

## EXPENDITURE SUMMARY

Expenditures	Actual FY 10	Actual FY 11	Projected FY 12	Proposed FY 13	Net Change FY12-FY13
Personal Services	\$ 1,082,951	\$ 803,936	\$ 832,391	\$ 843,576	\$ 11,185
Operating Expenditures	1,428,526	1,698,793	1,375,646	1,271,892	(103,754)
Capital Outlay	-	-	350,466	350,400	(66)
Debt Service	11,180	-	-	-	-
Grants and Aide	-	-	300,000	300,000	-
Transfers	-	-	12,000	14,000	2,000
Contingency	-	-	1,794,498	98,432	(1,696,066)
<b>Total Expenditures</b>	<b>\$ 2,522,657</b>	<b>\$ 2,502,729</b>	<b>\$ 4,665,001</b>	<b>\$ 2,878,300</b>	<b>\$ (1,786,701)</b>

## CAPITAL OUTLAY SCHEDULE

Description	Proposed FY 13
Security/Cameras	\$ 5,000
Switch Upgrade	20,000
Servers	15,000
Terminals	16,000
Off site backup	15,000
Operational Capital	16,000
SCADA upgrade	30,000
Truck Computers	18,400
Fiber CIP	215,000
<b>Total</b>	<b>\$ 350,400</b>

## PERSONNEL ROSTER

Classification Title	Pay Grade	Approved FY 11	Approved FY 12	Proposed FY 13	Net Change FY12-FY13
<b>Full-time</b>					
Information Technology & Communications Director	22	1.00	1.00	1.00	-
Operations Manager	18	1.00	1.00	1.00	-
Senior Application Analyst	17	-	-	1.00	1.00
Video Production Coordinator	16	1.00	1.00	1.00	-
System Administrator	16	-	1.00	1.00	-
Communications Administrator	16	1.00	-	-	-
Application Analyst	15	2.00	2.00	1.00	(1.00)
Senior Support Analyst	13	-	1.00	1.00	-
Support Specialist	11	2.00	1.00	1.00	-
GIS Specialist	11	2.00	2.00	2.00	-
Video Production Specialist	11	1.00	1.00	1.00	-
Senior Staff Assistant	8	1.00	1.00	1.00	-
<b>Total Full-time</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>
<b>Part-time/Temporary</b>					
Intern	4	1.00	1.00	1.00	-
<b>Total Part-time/Temporary</b>		<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
<b>Total Personnel</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>



# CAPITAL IMPROVEMENT PROGRAM

*Find Your Florida*



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# Capital Improvement Program

The City of Palm Coast prepares a five-year Capital Improvement Program each year, as an integral component of its annual budget process.

## PROCEDURE

Each year the Capital Improvement Program is prepared from project requests submitted by the various departments and offices of the City. The requests require a project description, justification, cost estimates, statement of impact on the City's annual operating budget and implementation schedule.

After compilation of the request, projects are reviewed by staff members from the City's Infrastructure Team. This interdisciplinary team consists of project managers, planners, Division managers, and the Finance Director. This team reports directly to the City Manager.

Chapter 163 of the Florida Statutes requires the City to adopt a five-year schedule of capital improvements that includes publicly funded federal, state, or local projects, and may include privately funded projects for which the City has no fiscal responsibility. Projects necessary to ensure that any adopted level-of-service standards are achieved and maintained for the 5-year period must be identified as either funded, or unfunded and given a level of priority for funding. The five year schedule and the level of service standards are established in the Capital Improvements Element (CIE) of the City's

Comprehensive Plan. Project review, along with available funding and CIE requirements, forms the basis of the program compiled by the Infrastructure Team. The recommended program is then reviewed by the Mayor and City Council in conjunction with their review of the annual operating budget.

The City is required to review the CIE of the Comprehensive Plan on an annual basis and modify it as necessary to maintain a five-year schedule of capital improvements. Modifications to update the 5-year capital improvement schedule may be accomplished by Resolution and are not considered amendments to the Growth Management Plan.

The first year of the five-year Capital Improvement Program is the Capital Budget. The Capital Budget is adopted by the City Council with the adoption of the annual operating budget. There is no commitment to expenditures or appropriations beyond the first year of the Capital Improvement Program.

## DEFINITION OF CAPITAL IMPROVEMENTS

Capital Improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$10,000 and a minimum useful life of three years. Only projects that meet this definition of a capital improvement are included in the program, such as:



# Capital Improvement Program (continued)

- a. New and expanded physical facilities for the community.
- b. Large scale rehabilitation or replacement of existing facilities.
- c. Major pieces of equipment which have a relatively long period of usefulness.
- d. Equipment for any public facility or improvement when first erected or acquired.
- e. The cost of engineering or architectural studies and services relative to the improvement.
- f. The acquisition of land for a community facility such as a park, highway, sewer line, etc.

Normal replacement equipment and normal recurring renovations which are funded in departmental operating budgets and cost less than \$10,000 are generally excluded from the Capital Improvement Program.

The project listings on the following pages may also contain projects that are less than the \$10,000 threshold. Exceptions will occur for projects where the project contains multiple phases, or the current year CIP project is the planning phase of a construction project.

The 2012/2013 Adopted Capital Budget Summary by Fund schedule indicates which fund and corresponding revenue sources will pay for the associated project. The Summary by Department schedule indicates which department has functional responsibility for the project.

## FUNDING SOURCES FOR CAPITAL PROJECTS

### General Revenue – CIP

General revenue consists of a variety of sources, including Property (Ad Valorem) taxes, Federal and State funding through grants, and other fees. Property tax revenue is based on a millage rate (one mill is equivalent to \$1 per \$1,000 of assessed value), which is applied to the total assessed property value. The City of Palm Coast's millage rate for capital projects totals .1456.

### Federal Aid – Community Development Block Grant Funds

Under the Housing and Community Development Act of 1974, recipients of funds may undertake a wide range of activities directed toward neighborhood revitalization, economic development and provision of improved community facilities and services. Specific CIP activities that can be carried out include acquisition of real property and demolition, acquisition, construction, reconstruction, rehabilitation, relocation or installation of public facilities.

### Local Option Gas Tax Funds

Per State Statute, the revenue received can only be used for transportation related expenditures. Proceeds must be used toward the cost of establishing, operating and maintaining a transportation system and related facilities and the cost of acquisition, construction, reconstruction and maintenance of roads.



# Capital Improvement Program (continued)

## Local Government Infrastructure Surtax

Per State Statute, the revenue received can only be used to finance, plan, and construct infrastructure. This is in the form of an additional county-wide sales tax of .5%, and was approved by voters for a ten year period beginning in 2003. This tax is set to expire on December 31, 2012.

## Other Funds

Other Funds may include public and private contributions, developer commitments, transportation authority and agency commitments and other government participation.

## Water and Wastewater Charges

Monthly service charges are assessed for the use of services and facilities of the City's water and wastewater system. Service charges are used to pay for operating expenses, maintenance, construction and debt service.

## Stormwater Utility Fee

The City enacted a stormwater utility fee in 2005. Funds from this revenue source can only be used for the operation, maintenance, replacement, and construction of the City's stormwater management system. Each year a portion of the funding will be allocated for capital improvements, while the remainder will be used for operating and maintenance expenses.

## Tax Increment Financing

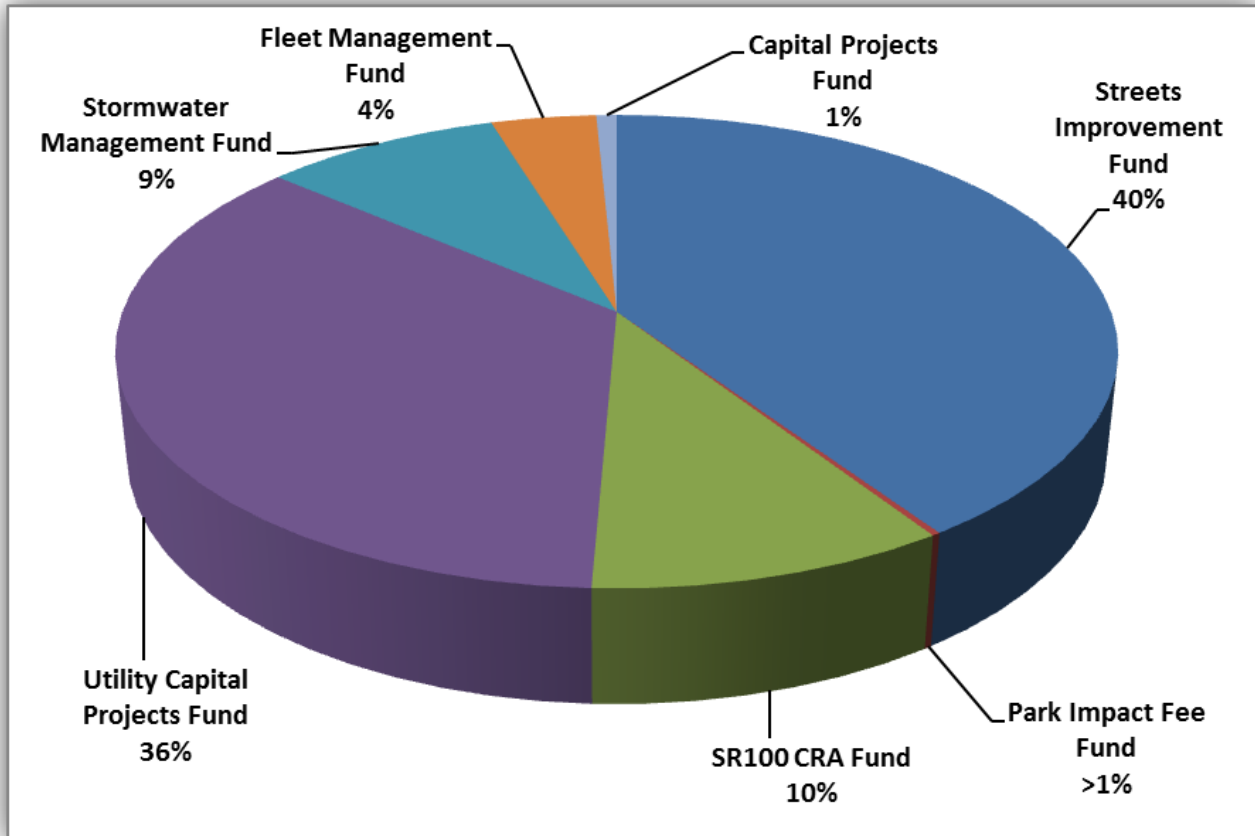
A Community Redevelopment Agency may be established per Chapter 163 of the Florida Statutes to address blight conditions in a specified area. A base year is established and a base taxable valuation is determined for the property within the designated area. The tax increment above the base year valuation is then utilized in an effort to eliminate the blight conditions. Capital improvement projects, such as redevelopment projects or infrastructure improvements, maybe undertaken utilizing these funds. Tax Increment Financing is used to fund projects in the SR100 CRA Fund.

## Impact Fees

The City adopted a Transportation, Fire and Park Impact Fee Ordinance that allows the City to charge a fee for new construction projects to ensure that development pays its fair share of the cost of new and/or expanded facilities necessary to accommodate that growth. Impact fee revenue can only be used for growth and development related to capacity improvements.

# Capital Improvement Program

(continued)



## SUMMARY OF CAPITAL BUDGET

<u>FUNDING SOURCE</u>	<u>AMOUNT</u>	<u>% of TOTAL</u>
Streets Improvement Fund	\$17,514,445	41%
Park Impact Fee Fund	100,000	0%
SR100 CRA Fund	4,300,000	10%
Utility Capital Projects Fund	15,385,000	36%
Stormwater Management Fund	3,883,112	9%
Fleet Management Fund	1,725,890	4%
Capital Projects Fund	335,000	1%
<b>Total Capital Budget</b>	<b>\$43,243,447</b>	<b>100%</b>

# Capital Improvement Program (continued)

## IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

The Capital Improvement Program is a crucial component of the City's annual budgeting process. Costs associated with new and expanded infrastructure are normally included in the operating budget at the time at which the item becomes operational. It is possible, in certain cases that impacts may be phased in during the construction or acquisition period. An example of this would be the construction of a Fire Station. Given the time-frame for recruiting, hiring and training, some personnel costs may be added to the budget prior to the official opening of the Station. Operating costs, such as utilities, would then be budgeted for the time the Station actually opens.

Some capital projects may require debt financing, resulting in scheduled annual debt service payments. Any applicable debt service on debt issued for capital projects is also included in the operating budget. Although the issuance of debt may be the most feasible way to fund capital improvements, debt service will reduce the amount of funds available for other uses. The ratio of debt service to the size of the budget as a whole, and particularly to operating costs, must be maintained at appropriate levels.

### Notes on transportation, recreation, stormwater, water and wastewater infrastructure:

Transportation – new transportation infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. However, roads, sidewalks, pedestrian crossing, pavement marking, signals and signs must be kept up to City and other required standards. As more miles are brought on line, additional staff and equipment may be needed at some point in the future in order to maintain desired

service levels. No additional staff or equipment is being added this fiscal year.

Recreation – new recreation infrastructure can have a significant impact on operating costs. These could include personnel, operating costs, materials and supplies. No additional staff or operating costs are being added for this year.

Stormwater – new stormwater infrastructure normally does not have specific additional operating costs, other than material and supplies for maintenance. In addition, infrastructure must be kept clear of debris. Maintenance of new and improved infrastructure included in the Capital Budget is included in the operating budget of the Stormwater operations and is funded from Stormwater Utility Fees accounted for in an Enterprise Fund. Funds from this revenue source can only be used for the operation, maintenance and construction of the City's stormwater management system. Each year, a portion of the funding is allocated for capital improvements, while the remainder is used for operating and maintenance expenses. Additional staff and equipment may be needed at some point in the future in order to keep the infrastructure maintained at an optimum level. No additional staff or equipment is being added this fiscal year.

Water & Wastewater – A significant portion of the City's water and wastewater infrastructure is over 20 years old and deteriorating and declining in reliability and efficiency. Replacing equipment with current technology will assuredly generate energy savings. At this time the exact amount of savings is unknown. The pending expansion of Water Treatment Plant #2 will require additional costs for personnel, operating and maintenance.

# Capital Improvement Program (continued)

The estimated known impact of capital projects on the operating budget are outlined below.

	Estimated Annual Operating Cost	Description
<u>Utility Capital Projects Fund</u>		
Water Treatment Plant #2	\$200,000	Personnel, Operations, and Maintenance
Water Treatment Plant #2	500,000	Debt Service Payments
Utility Fund Total	700,000	
<u>SR100 CRA Fund</u>		
Bulldog Drive Expansion	37,000	Debt Service Payments
Tax Increment Total	37,000	
Total Operating Cost Impact	\$737,000	

# Capital Improvement Program

(continued)

## Summary by Funding Source

PROJECT	DEPARTMENT		FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Sidewalks and Bike paths	Community Development	51005	\$ 60,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 700,000
Parkway Beautification	Community Development	52003	200,000	200,000	200,000	200,000	200,000	1,000,000
Street Paving and Resurfacing	Public Works	54104	100,000	800,000	800,000	800,000	800,000	3,300,000
North Pine Lakes Pkwy Improvements	Community Development	54403	1,800,000	-	-	-	-	1,800,000
Royal Palms Parkway Phase III	Community Development	54404	700,000	300,000	-	-	-	1,000,000
Intersection/Turn Lane Improvements	Engineering	54409	100,000	350,000	50,000	350,000	50,000	900,000
Palm Coast Parkway 6-Laning	Engineering	54501	9,779,445	600,000	-	-	-	10,379,445
Old Kings Road Extension	Engineering	54502	1,350,000	1,050,000	2,275,000	-	600,000	5,275,000
Palm Harbor Extension	Engineering	54505	450,000	1,315,000	1,125,000	15,000	25,000	2,930,000
North Old Kings Road 4-Laning	Engineering	54507	2,000,000	100,000	-	-	-	2,100,000
Bridge Rehabilitation	Engineering	54602	975,000	150,000	1,000,000	150,000	1,000,000	3,275,000
<b>Total Streets Improvement Fund</b>			<b>\$17,514,445</b>	<b>\$5,025,000</b>	<b>\$5,610,000</b>	<b>\$1,675,000</b>	<b>\$2,835,000</b>	<b>\$32,659,445</b>
Graham Swamp Trail	Recreation & Parks	61014	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Indian Trails Sports Complex	Recreation & Parks	61505	-	120,000	-	-	-	120,000
Lehigh/Belle Terre Trailhead	Recreation & Parks	66009	100,000	300,000	100,000	100,000	-	600,000
<b>Total Park Impact Fee Fund</b>			<b>\$ 100,000</b>	<b>\$ 420,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 250,000</b>	<b>\$ 970,000</b>
Belle Terre Parkway-PCP to PLP	Engineering	53209	\$ -	\$ -	\$ 150,000	\$ 500,000	\$ 500,000	\$ 1,150,000
<b>Total Transportation Impact Fee Fund</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 1,150,000</b>
Land Acquisition - SR100 Frontage	Community Redevelopment Agency	31011	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Bulldog Drive	Community Redevelopment Agency	35001	3,800,000	-	-	-	2,420,000	6,220,000
Aquatic Center	Recreation & Parks	61007	-	-	-	-	-	-
Central Park	Recreation & Parks	66005	-	-	-	-	1,000,000	1,000,000
<b>Total SR100 CRA Fund</b>			<b>\$ 4,300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,420,000</b>	<b>\$ 7,720,000</b>
Fire Station #22 Replacement	Fire	49009	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ 650,000
Sidewalks and Bike paths	Community Development	51005	160,000	160,000	160,000	160,000	-	640,000
Longs Landing	Recreation & Parks	61015	75,000	1,215,000	-	-	-	1,290,000
Holland Park Renovation	Recreation & Parks	66006	25,000	-	-	-	5,000	30,000
Park Renovation	Recreation & Parks	66008	75,000	75,000	75,000	75,000	75,000	375,000
<b>Total Capital Projects Fund</b>			<b>\$ 335,000</b>	<b>\$1,450,000</b>	<b>\$ 235,000</b>	<b>\$ 235,000</b>	<b>\$ 730,000</b>	<b>\$ 2,985,000</b>

# Capital Improvement Program

(continued)

## Summary by Funding Source

PROJECT	DEPARTMENT		FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Water Treatment Plant #3	Utility	81010	\$ 125,000	\$ 500,000	\$ -	\$ 250,000	\$ 1,525,000	\$ 2,400,000
Wellfield and Wells	Utility	81019	2,150,000	1,250,000	1,450,000	1,500,000	2,850,000	9,200,000
Water Mains	Utility	81020	1,200,000	-	950,000	-	100,000	2,250,000
PEP System	Utility	82001	350,000	400,000	400,000	400,000	400,000	1,950,000
Wastewater Treatment Plant #1	Utility	82002	380,000	200,000	1,000,000	3,000,000	3,000,000	7,580,000
Force Mains	Utility	82003	-	-	600,000	1,350,000	-	1,950,000
Reclaimed Water	Utility	82004	100,000	-	-	600,000	2,050,000	2,750,000
Wastewater Treatment Plant #2	Utility	82007	-	-	7,110,000	13,430,000	-	20,540,000
Beachside Sewer System	Utility	82009	2,500,000	-	-	-	-	2,500,000
Water Treatment Plant #1	Utility	84002	-	-	500,000	-	-	500,000
Water Treatment Plant #2	Utility	84003	7,000,000	3,000,000	-	-	-	10,000,000
General Plant R & R - Water	Utility	84004	500,000	500,000	500,000	500,000	500,000	2,500,000
Distribution System Improvements	Utility	84005	75,000	75,000	75,000	75,000	75,000	375,000
Lift Stations and Pump Stations	Utility	85003	505,000	305,000	1,405,000	1,655,000	655,000	4,525,000
General Plant R & R - Wastewater	Utility	85005	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total Utility Capital Projects Fund</b>			<b>\$ 15,385,000</b>	<b>\$ 6,730,000</b>	<b>\$ 14,490,000</b>	<b>\$ 23,260,000</b>	<b>\$ 11,655,000</b>	<b>\$ 71,520,000</b>
Pipe Replacement	Stormwater Management	55003	\$ 845,000	\$ 850,900	\$ 856,918	\$ 863,056	\$ 869,317	\$ 4,285,192
Control Structure Rehabilitation	Stormwater Management	55005	1,450,000	770,000	725,000	850,000	697,000	4,492,000
Swale Rehabilitation Program	Stormwater Management	55105	1,325,112	1,351,614	1,378,647	1,406,220	1,434,343	6,895,936
Valley Gutter Improvements	Stormwater Management	55205	75,000	75,000	75,000	75,000	75,000	375,000
Canal and Seawall Replacements	Stormwater Management	55230	65,000	95,000	95,000	95,000	95,000	445,000
Modeling Improvements	Stormwater Management	55231	100,000	334,000	100,000	200,000	200,000	934,000
Land Acquisitions	Stormwater Management	55400	23,000	15,000	15,000	15,000	15,000	83,000
Fresh Water Dredging	Stormwater Management	55500	-	-	-	50,000	50,000	100,000
<b>Total Stormwater Management Fund</b>			<b>\$ 3,883,112</b>	<b>\$ 3,491,514</b>	<b>\$ 3,245,565</b>	<b>\$ 3,554,276</b>	<b>\$ 3,435,660</b>	<b>\$ 17,610,128</b>
Fleet - Community Relations	Administration	Fleet	\$ -	\$ 15,200	\$ -	\$ -	\$ -	\$ 15,200
Fleet - Financial Services	Financial Services	Fleet	-	21,200	-	-	-	21,200
Fleet - Planning	Community Development	Fleet	-	42,100	-	-	-	42,100
Fleet - Code Enforcement	Community Development	Fleet	47,037	170,200	-	-	-	217,237
Fleet - Fire	Fire	Fleet	408,000	634,100	28,000	-	-	1,070,100
Fleet - Streets	Public Works	Fleet	628,220	1,174,200	128,700	153,300	431,500	2,515,920
Fleet - Facilities Maintenance	Public Works	Fleet	-	25,600	-	-	-	25,600
Fleet - Parks/Facilities	Public Works	Fleet	-	82,800	26,700	-	25,000	134,500
Fleet - Engineering	Engineering & Stormwater	Fleet	23,492	60,800	-	-	-	84,292
Fleet - Recreation/Athletics	Recreation & Parks	Fleet	-	14,000	-	-	-	14,000
Fleet - Utility Administration	Utility	Fleet	-	130,341	-	-	-	130,341
Fleet - Utility Maintenance	Utility	Fleet	129,837	117,842	-	-	-	247,679
Fleet - Wastewater Collection	Utility	Fleet	157,925	988,921	203,000	63,800	60,700	1,454,346
Fleet - Wastewater Treatment	Utility	Fleet	-	63,500	-	75,900	-	139,400
Fleet - Water Plant #1	Utility	Fleet	32,000	72,200	-	-	-	104,200
Fleet - Water Plant # 2	Utility	Fleet	-	29,900	-	-	-	29,900
Fleet - Water Plant # 3	Utility	Fleet	-	27,700	-	-	19,100	46,800
Fleet - Water Quality	Utility	Fleet	24,089	80,900	-	-	-	104,989
Fleet - Water Distribution	Utility	Fleet	168,215	320,240	223,200	-	80,100	791,755
Fleet - Stormwater Operations	Engineering & Stormwater	Fleet	107,075	112,878	137,500	-	-	357,453
Fleet - Building Permits and Inspections	Community Development	Fleet	-	139,900	-	-	-	139,900
Fleet - Golf Course	Recreation & Parks	Fleet	-	-	49,600	49,400	214,200	313,200
Fleet - Information Technology & Communications	Information Technology & Communications	Fleet	-	36,400	-	-	-	36,400
Fleet - Fleet Management	Public Works	Fleet	-	82,600	-	-	-	82,600
<b>Total Fleet Management Fund</b>			<b>\$ 1,725,890</b>	<b>\$ 4,423,522</b>	<b>\$ 796,700</b>	<b>\$ 342,400</b>	<b>\$ 830,600</b>	<b>\$ 8,119,112</b>
<b>Grand Total</b>			<b>\$ 43,243,447</b>	<b>\$ 215,436</b>	<b>\$ 24,627,265</b>	<b>\$ 29,666,676</b>	<b>\$ 2,365,626</b>	<b>\$ 142,733,685</b>



# Capital Improvement Program

(continued)

## Summary by Department

PROJECT	DEPARTMENT	PROJECT#	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Fleet - Community Relations	Administration	Fleet	\$ -	\$ 15,200	\$ -	\$ -	\$ -	\$ 15,200
<b>Total Administration</b>			\$ -	\$ 15,200	\$ -	\$ -	\$ -	\$ 15,200
Fleet - Financial Services	Financial Services	Fleet	\$ -	\$ 21,200	\$ -	\$ -	\$ -	\$ 21,200
<b>Total Financial Services</b>			\$ -	\$ 21,200	\$ -	\$ -	\$ -	\$ 21,200
Land Acquisition - SR100 Frontage Bulldog Drive	Community Redevelopment Agency	31011	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	Community Redevelopment Agency	35001	3,800,000	-	-	-	2,420,000	6,220,000
Fleet - Planning	Community Development	Fleet	-	42,100	-	-	-	42,100
Fleet - Code Enforcement	Community Development	Fleet	47,037	170,200	-	-	-	217,237
Fleet - Building Permits and Inspections	Community Development	Fleet	-	139,900	-	-	-	139,900
<b>Total Community Development</b>			\$ 4,347,037	\$ 352,200	\$ -	\$ -	\$ 2,420,000	\$ 7,119,237
Fire Station #22 Replacement	Fire	49009	\$ -	\$ -	\$ -	\$ -	\$ 650,000	\$ 650,000
Fleet - Fire	Fire	Fleet	408,000	634,100	28,000	-	-	1,070,100
<b>Total Fire</b>			\$ 408,000	\$ 634,100	\$ 28,000	\$ -	\$ 650,000	\$ 1,720,100
Sidewalks and Bike paths	Community Development	51005	\$ 60,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 700,000
Sidewalks and Bike paths	Community Development	51005	160,000	160,000	160,000	160,000	-	640,000
Parkway Beautification	Community Development	52003	200,000	200,000	200,000	200,000	200,000	1,000,000
Belle Terre Parkway-PCP to PLP	Engineering	53209	-	-	150,000	500,000	500,000	1,150,000
Street Paving and Resurfacing	Public Works	54104	100,000	800,000	800,000	800,000	800,000	3,300,000
North Pine Lakes Pkwy Improvements	Community Development	54403	1,800,000	-	-	-	-	1,800,000
Royal Palms Parkway Phase III	Community Development	54404	700,000	300,000	-	-	-	1,000,000
Intersection/Turn Lane Improvements	Engineering	54409	100,000	350,000	50,000	350,000	50,000	900,000
Palm Coast Parkway G-Laning	Engineering	54501	9,779,445	600,000	-	-	-	10,379,445
Old Kings Road Extension	Engineering	54502	1,350,000	1,050,000	2,275,000	-	600,000	5,275,000
Palm Harbor Extension	Engineering	54505	450,000	1,315,000	1,125,000	15,000	25,000	2,930,000
North Old Kings Road 4-Laning	Engineering	54507	2,000,000	100,000	-	-	-	2,100,000
Bridge Rehabilitation	Engineering	54602	975,000	150,000	1,000,000	150,000	1,000,000	3,275,000
Fleet - Engineering	Engineering & Stormwater	Fleet	23,492	60,800	-	-	-	84,292
<b>Total Engineering</b>			\$ 17,697,937	\$ 5,245,800	\$ 5,920,000	\$ 2,335,000	\$ 3,335,000	\$ 34,533,737

# Capital Improvement Program

(continued)

## Summary by Department

PROJECT	DEPARTMENT		FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Water Treatment Plant #3	Utility	81010	\$ 125,000	\$ 500,000	\$ -	\$ 250,000	\$ 1,525,000	\$ 2,400,000
Wellfield and Wells	Utility	81019	2,150,000	1,250,000	1,450,000	1,500,000	2,850,000	9,200,000
Water Mains	Utility	81020	1,200,000	-	950,000	-	100,000	2,250,000
PEP System	Utility	82001	350,000	400,000	400,000	400,000	400,000	1,950,000
Wastewater Treatment Plant #1	Utility	82002	380,000	200,000	1,000,000	3,000,000	3,000,000	7,580,000
Force Mains	Utility	82003	-	-	600,000	1,350,000	-	1,950,000
Reclaimed Water	Utility	82004	100,000	-	-	600,000	2,050,000	2,750,000
Wastewater Treatment Plant #2	Utility	82007	-	-	7,110,000	13,430,000	-	20,540,000
Beachside Sewer System	Utility	82009	2,500,000	-	-	-	-	2,500,000
Water Treatment Plant #1	Utility	84002	-	-	500,000	-	-	500,000
Water Treatment Plant #2	Utility	84003	7,000,000	3,000,000	-	-	-	10,000,000
General Plant R & R - Water	Utility	84004	500,000	500,000	500,000	500,000	500,000	2,500,000
Distribution System Improvements	Utility	84005	75,000	75,000	75,000	75,000	75,000	375,000
Lift Stations and Pump Stations	Utility	85003	505,000	305,000	1,405,000	1,655,000	655,000	4,525,000
General Plant R & R - Wastewater	Utility	85005	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>Total Utility Capital Projects Fund</b>			<b>\$ 15,385,000</b>	<b>\$ 6,730,000</b>	<b>\$ 14,490,000</b>	<b>\$ 23,260,000</b>	<b>\$ 11,655,000</b>	<b>\$ 71,520,000</b>
Pipe Replacement	Stormwater Management	55003	\$ 845,000	\$ 850,900	\$ 856,918	\$ 863,056	\$ 869,317	\$ 4,285,192
Control Structure Rehabilitation	Stormwater Management	55005	1,450,000	770,000	725,000	850,000	697,000	4,492,000
Swale Rehabilitation Program	Stormwater Management	55105	1,325,112	1,351,614	1,378,647	1,406,220	1,434,343	6,895,936
Valley Gutter Improvements	Stormwater Management	55205	75,000	75,000	75,000	75,000	75,000	375,000
Canal and Seawall Replacements	Stormwater Management	55230	65,000	95,000	95,000	95,000	95,000	445,000
Modeling Improvements	Stormwater Management	55231	100,000	334,000	100,000	200,000	200,000	934,000
Land Acquisitions	Stormwater Management	55400	23,000	15,000	15,000	15,000	15,000	83,000
Fresh Water Dredging	Stormwater Management	55500	-	-	-	50,000	50,000	100,000
<b>Total Stormwater Management Fund</b>			<b>\$ 3,883,112</b>	<b>\$ 3,491,514</b>	<b>\$ 3,245,565</b>	<b>\$ 3,554,276</b>	<b>\$ 3,435,660</b>	<b>\$ 17,610,128</b>
Fleet - Community Relations	Administration	Fleet	\$ -	\$ 15,200	\$ -	\$ -	\$ -	\$ 15,200
Fleet - Financial Services	Financial Services	Fleet	-	21,200	-	-	-	21,200
Fleet - Planning	Community Development	Fleet	-	42,100	-	-	-	42,100
Fleet - Code Enforcement	Community Development	Fleet	47,037	170,200	-	-	-	217,237
Fleet - Fire	Fire	Fleet	408,000	634,100	28,000	-	-	1,070,100
Fleet - Streets	Public Works	Fleet	628,220	1,174,200	128,700	153,300	431,500	2,515,920
Fleet - Facilities Maintenance	Public Works	Fleet	-	25,600	-	-	-	25,600
Fleet - Parks/Facilities	Public Works	Fleet	-	82,800	26,700	-	25,000	134,500
Fleet - Engineering	Engineering & Stormwater	Fleet	23,492	60,800	-	-	-	84,292
Fleet - Recreation/Athletics	Recreation & Parks	Fleet	-	14,000	-	-	-	14,000
Fleet - Utility Administration	Utility	Fleet	-	130,341	-	-	-	130,341
Fleet - Utility Maintenance	Utility	Fleet	129,837	117,842	-	-	-	247,679
Fleet - Wastewater Collection	Utility	Fleet	157,925	968,921	203,000	63,800	60,700	1,454,346
Fleet - Wastewater Treatment	Utility	Fleet	-	63,500	-	75,900	-	139,400
Fleet - Water Plant #1	Utility	Fleet	32,000	72,200	-	-	-	104,200
Fleet - Water Plant #2	Utility	Fleet	-	29,900	-	-	-	29,900
Fleet - Water Plant #3	Utility	Fleet	-	27,700	-	-	19,100	46,800
Fleet - Water Quality	Utility	Fleet	24,089	80,900	-	-	-	104,989
Fleet - Water Distribution	Utility	Fleet	168,215	320,240	223,200	-	80,100	791,755
Fleet - Stormwater Operations	Engineering & Stormwater	Fleet	107,075	112,878	137,500	-	-	357,453
Fleet - Building Permits and Inspections	Community Development	Fleet	-	139,900	-	-	-	139,900
Fleet - Golf Course	Recreation & Parks	Fleet	-	-	49,600	49,400	214,200	313,200
Fleet - Information Technology & Communications	Information Technology & Communications	Fleet	-	36,400	-	-	-	36,400
Fleet - Fleet Management	Public Works	Fleet	-	82,600	-	-	-	82,600
<b>Total Fleet Management Fund</b>			<b>\$ 1,725,890</b>	<b>\$ 4,423,522</b>	<b>\$ 796,700</b>	<b>\$ 342,400</b>	<b>\$ 830,600</b>	<b>\$ 8,119,112</b>
<b>Grand Total</b>			<b>\$ 43,243,447</b>	<b>\$ 215,436</b>	<b>\$ 24,627,265</b>	<b>\$ 29,666,676</b>	<b>\$ 2,365,626</b>	<b>\$ 142,733,685</b>

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

GENERAL FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 4,485,999	\$ 4,529,999	\$ 4,533,999	\$ 4,705,099	\$ 4,925,299
Revenues					
Taxes	18,130,000	18,492,600	19,232,300	20,193,900	21,203,600
Permits, Fees and Special Assessments	1,104,000	1,126,100	1,148,600	1,171,600	1,195,000
Intergovernmental Revenue	2,921,988	3,009,600	3,130,000	3,255,200	3,385,400
Charges for Services	2,360,243	2,454,700	2,552,900	2,655,000	2,761,200
Miscellaneous Revenues	312,191	321,600	331,200	341,100	351,300
Transfers from Other Funds	961,976	871,600	580,300	86,100	(413,000)
Total Revenues	\$ 25,790,398	\$ 26,276,200	\$ 26,975,300	\$ 27,702,900	\$ 28,483,500
Total Available Funds	\$ 30,276,397	\$ 30,806,199	\$ 31,509,299	\$ 32,407,999	\$ 33,408,799
Expenditures					
Personal Services	\$ 13,551,417	\$ 13,822,400	\$ 14,098,800	\$ 14,521,800	\$ 14,957,500
Operating Expenditures	11,203,356	11,427,400	11,655,900	11,889,000	12,126,800
Capital Outlay	127,625	114,900	103,400	93,100	88,400
Grants & Aide	168,000	169,700	171,400	173,100	174,800
Transfers to Other Funds	696,000	737,800	774,700	805,700	837,900
Capital Improvement Program	-	-	-	-	-
Total Expenditures	\$ 25,746,398	\$ 26,272,200	\$ 26,804,200	\$ 27,482,700	\$ 28,185,400
Available Funds End of Year	\$ 4,529,999	\$ 4,533,999	\$ 4,705,099	\$ 4,925,299	\$ 5,223,399

STREETS IMPROVEMENT FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 3,761,806	\$ 427	\$ 546,127	\$ 301,827	\$ 1,794,727
Revenues					
Gas Tax	\$ 1,595,000	\$ 1,626,900	\$ 1,659,400	\$ 1,692,600	\$ 1,726,500
Infrastructure Surtax/Property Tax	700,000	714,000	728,300	742,900	757,800
State Revenue Sharing	680,000	693,600	707,500	721,700	736,100
Grants	10,768,042	2,526,000	2,260,000	-	600,000
Fines & Forfeitures	377,100	384,600	392,300	400,100	408,100
Interest on Investments	7,524	7,700	7,900	8,100	8,300
Total Revenues	\$ 14,127,666	\$ 5,952,800	\$ 5,755,400	\$ 3,565,400	\$ 4,236,800
Total Available Funds	\$ 17,889,472	\$ 5,953,227	\$ 6,301,527	\$ 3,867,227	\$ 6,031,527
Expenditures					
Operating Expenditures	\$ 374,600	\$ 382,100	\$ 389,700	\$ 397,500	\$ 405,500
Capital Improvement Program	17,514,445	5,025,000	5,610,000	1,675,000	2,835,000
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	\$ 17,889,045	\$ 5,407,100	\$ 5,999,700	\$ 2,072,500	\$ 3,240,500
Available Funds End of Year	\$ 427	\$ 546,127	\$ 301,827	\$ 1,794,727	\$ 2,791,027

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

PARK IMPACT FEE FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 358,692	\$ 329,323	\$ 32,323	\$ 57,823	\$ 85,823
Revenues					
Grants	-	-	-	-	600,000
Park Impact Fees	\$ 117,300	\$ 119,600	\$ 122,000	\$ 124,400	\$ 126,900
Interest on Investments	3,331	3,400	3,500	3,600	3,700
Total Revenues	\$ 120,631	\$ 123,000	\$ 125,500	\$ 128,000	\$ 730,600
Total Available Funds	\$ 479,323	\$ 452,323	\$ 157,823	\$ 185,823	\$ 816,423
Expenditures					
Capital Improvement Program	\$ 150,000	\$ 420,000	\$ 100,000	\$ 100,000	\$ 250,000
Total Expenditures	\$ 150,000	\$ 420,000	\$ 100,000	\$ 100,000	\$ 250,000
Available Funds End of Year	\$ 329,323	\$ 32,323	\$ 57,823	\$ 85,823	\$ 566,423

FIRE IMPACT FEE FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 110,344	\$ 146,020	\$ 182,220	\$ 218,920	\$ 256,120
Revenues					
Fire Impact Fees	\$ 34,600	\$ 35,100	\$ 35,600	\$ 36,100	\$ 36,600
Interest on Investments	1,076	1,100	1,100	1,100	1,100
Total Revenues	\$ 35,676	\$ 36,200	\$ 36,700	\$ 37,200	\$ 37,700
Total Available Funds	\$ 146,020	\$ 182,220	\$ 218,920	\$ 256,120	\$ 293,820
Expenditures					
Capital Improvement Program	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Available Funds End of Year	\$ 146,020	\$ 182,220	\$ 218,920	\$ 256,120	\$ 293,820

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

DEVELOPMENT SPECIAL PROJECTS FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 1,304,737	\$ 1,310,578	\$ 1,316,478	\$ 1,322,478	\$ 1,328,578
Revenues					
Developer Contributions	-	-	-	-	-
Interest on Investments	\$ 5,841	\$ 5,900	\$ 6,000	\$ 6,100	\$ 6,200
Total Revenues	\$ 5,841	\$ 5,900	\$ 6,000	\$ 6,100	\$ 6,200
Total Available Funds	\$ 1,310,578	\$ 1,316,478	\$ 1,322,478	\$ 1,328,578	\$ 1,334,778
Expenditures					
Capital Improvement Program	-	-	-	-	-
Total Expenditures	-	-	-	-	-
Available Funds End of Year	\$ 1,310,578	\$ 1,316,478	\$ 1,322,478	\$ 1,328,578	\$ 1,334,778

TRANSPORTATION IMPACT FEE FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ -	\$ 574,100	\$ 1,194,100	\$ 1,723,000	\$ 1,973,200
Revenues					
Transportation Impact Fees	\$ 574,100	\$ 620,000	\$ 678,900	\$ 750,200	\$ 832,700
Grants	-	-	-	-	-
Interest on Investments	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Total Revenues	\$ 574,100	\$ 620,000	\$ 678,900	\$ 750,200	\$ 832,700
Total Available Funds	\$ 574,100	\$ 1,194,100	\$ 1,873,000	\$ 2,473,200	\$ 2,805,900
Expenditures					
Capital Improvement Program	\$ -	\$ -	\$ 150,000	\$ 500,000	\$ 500,000
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ 150,000	\$ 500,000	\$ 500,000
Available Funds End of Year	\$ 574,100	\$ 1,194,100	\$ 1,723,000	\$ 1,973,200	\$ 2,305,900

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

OKR SPECIAL ASSESSMENT FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues					
Special Assessments	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200
Proceeds from Debt	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-
Total Revenues	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200
Total Available Funds	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200
Expenditures					
Capital Improvement Program	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service	264,200	264,200	264,200	264,200	264,200
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200	\$ 264,200
Available Funds End of Year	-	-	-	-	-

SR100 CRA FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 2,692,713	\$ 1,048,779	\$ 1,737,579	\$ 2,460,879	\$ 3,220,279
Revenues					
Intergovernmental Revenue	\$ 814,700	\$ 855,400	\$ 898,200	\$ 943,100	\$ 990,300
Interest on Investments	11,941	12,500	13,100	13,800	14,500
Proceeds from Debt	2,000,000	-	-	-	-
Transfers from Other Funds	521,000	547,100	574,500	603,200	633,400
Total Revenues	\$ 3,347,641	\$ 1,415,000	\$ 1,485,800	\$ 1,560,100	\$ 1,638,200
Total Available Funds	\$ 6,040,354	\$ 2,463,779	\$ 3,223,379	\$ 4,020,979	\$ 4,858,479
Expenditures					
Operating Expenditures	\$ 50,000	\$ 52,500	\$ 55,100	\$ 57,900	\$ 60,800
Capital Improvement Program	4,300,000	-	-	-	3,420,000
Debt Service	641,575	673,700	707,400	742,800	779,900
Total Expenditures	\$ 4,991,575	\$ 726,200	\$ 762,500	\$ 800,700	\$ 4,260,700
Available Funds End of Year	\$ 1,048,779	\$ 1,737,579	\$ 2,460,879	\$ 3,220,279	\$ 597,779



# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

CAPITAL PROJECTS FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 1,909,520	\$ 1,899,800	\$ 618,100	\$ 559,800	\$ 510,300
Revenues					
Ad Valorem Taxes	\$ 165,000	\$ -	\$ -	\$ -	\$ -
Grants	-	-	-	-	350,000
Interest on Investments	280	300	300	300	300
Transfers from Other Funds	160,000	168,000	176,400	185,200	194,500
<b>Total Revenues</b>	<b>\$ 325,280</b>	<b>\$ 168,300</b>	<b>\$ 176,700</b>	<b>\$ 185,500</b>	<b>\$ 544,800</b>
<b>Total Available Funds</b>	<b>\$ 2,234,800</b>	<b>\$ 2,068,100</b>	<b>\$ 794,800</b>	<b>\$ 745,300</b>	<b>\$ 1,055,100</b>
Expenditures					
Capital Improvement Program	\$ 335,000	\$ 1,450,000	\$ 235,000	\$ 235,000	\$ 730,000
Debt Service	-	-	-	-	-
Transfers to Other Funds	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 335,000</b>	<b>\$ 1,450,000</b>	<b>\$ 235,000</b>	<b>\$ 235,000</b>	<b>\$ 730,000</b>
<b>Available Funds End of Year</b>	<b>\$ 1,899,800</b>	<b>\$ 618,100</b>	<b>\$ 559,800</b>	<b>\$ 510,300</b>	<b>\$ 325,100</b>

UTILITY FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 4,240,000	\$ 2,943,836	\$ 2,301,775	\$ 2,456,105	\$ 852,584
Revenues					
Water & Wastewater Sales	\$ 28,192,300	\$ 29,618,800	\$ 31,117,500	\$ 32,692,000	\$ 34,346,200
Interest on Investments	272,701	170,000	200,000	220,000	240,000
Transfers from Other Funds	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 28,465,001</b>	<b>\$ 29,788,800</b>	<b>\$ 31,317,500</b>	<b>\$ 32,912,000</b>	<b>\$ 34,586,200</b>
<b>Total Available Funds</b>	<b>\$ 32,705,001</b>	<b>\$ 32,732,636</b>	<b>\$ 33,619,275</b>	<b>\$ 35,368,105</b>	<b>\$ 35,438,784</b>
Expenditures					
Personal Services	\$ 7,002,858	\$ 7,142,900	\$ 7,285,800	\$ 7,504,400	\$ 7,729,500
Operating Expenditures	8,747,423	8,922,400	9,100,800	9,282,800	9,468,500
Capital Outlay	443,000	451,900	460,900	470,100	479,500
Debt Service	11,226,866	11,479,361	11,760,170	14,575,421	14,567,696
Grants & Aide	10,000	10,000	10,000	10,000	10,000
Transfers to Other Funds	2,331,018	2,424,300	2,545,500	2,672,800	2,779,700
<b>Total Expenditures</b>	<b>\$ 29,761,165</b>	<b>\$ 30,430,861</b>	<b>\$ 31,163,170</b>	<b>\$ 34,515,521</b>	<b>\$ 35,034,896</b>
<b>Available Funds End of Year</b>	<b>\$ 2,943,836</b>	<b>\$ 2,301,775</b>	<b>\$ 2,456,105</b>	<b>\$ 852,584</b>	<b>\$ 403,888</b>

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

UTILITY CAPITAL PROJECTS FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 3,375,897	\$ 6,135,980	\$ 2,563,380	\$ 31,824,280	\$ 12,327,480
Revenues					
Impact Fees	\$ 1,560,000	\$ 1,638,000	\$ 1,719,900	\$ 1,805,900	\$ 1,896,200
Developer Contributions	-	-	-	-	-
Interest on Investments	286,541	300,900	315,900	331,700	348,300
Proceeds from Debt	15,000,000	-	40,000,000	-	-
R & R Transfer	1,459,542	1,532,500	1,609,100	1,689,600	1,774,100
Total Revenues	\$ 18,306,083	\$ 3,471,400	\$ 43,644,900	\$ 3,827,200	\$ 4,018,600
Total Available Funds	\$ 21,681,980	\$ 9,607,380	\$ 46,208,280	\$ 35,651,480	\$ 16,346,080
Expenditures					
Capital Improvement Program	\$ 15,546,000	\$ 7,044,000	\$ 14,384,000	\$ 23,324,000	\$ 11,669,000
Transfers to Other Funds	-	-	-	-	-
Total Expenditures	\$ 15,546,000	\$ 7,044,000	\$ 14,384,000	\$ 23,324,000	\$ 11,669,000
Available Funds End of Year	\$ 6,135,980	\$ 2,563,380	\$ 31,824,280	\$ 12,327,480	\$ 4,677,080

STORMWATER MANAGEMENT FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 201,243	\$ 70,451	\$ 199,041	\$ 387,552	\$ 236,822
Revenues					
Ad Valorem Taxes	\$ 245,750	\$ 250,700	\$ 255,700	\$ 260,800	\$ 266,000
Stormwater Fees	7,309,000	7,382,090	7,455,911	7,530,470	7,605,775
Licenses and Permits	-	-	-	-	-
Grants	-	-	-	-	-
Interest on Investments	5,000	5,100	5,200	5,300	5,400
Transfers from Other Funds	-	-	-	-	-
Total Revenues	\$ 7,559,750	\$ 7,637,890	\$ 7,716,811	\$ 7,796,570	\$ 7,877,175
Total Available Funds	\$ 7,760,993	\$ 7,708,341	\$ 7,915,852	\$ 8,184,122	\$ 8,113,997
Expenditures					
Personal Services	\$ 1,684,931	\$ 1,689,100	\$ 1,693,300	\$ 1,697,500	\$ 1,701,700
Operating Expenditures	1,601,435	1,605,400	1,609,400	1,613,400	1,617,400
Capital Improvement Program	2,988,100	2,795,000	2,802,000	3,209,000	3,217,000
Debt Service	1,337,076	1,340,400	1,343,800	1,347,200	1,350,600
Transfers to Other Funds	79,000	79,400	79,800	80,200	80,600
Total Expenditures	\$ 7,690,542	\$ 7,509,300	\$ 7,528,300	\$ 7,947,300	\$ 7,967,300
Available Funds End of Year	\$ 70,451	\$ 199,041	\$ 387,552	\$ 236,822	\$ 146,697

# Capital Improvement Program (continued)

## Revenue and Expense Projections by Fund

INFORMATION TECHNOLOGY AND COMMUNICATIONS	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 209,698	\$ 308,130	\$ 370,030	\$ 394,730	\$ 381,630
Revenues					
Charges for Services	\$ 393,000	\$ 404,800	\$ 416,900	\$ 429,400	\$ 442,300
Interest on Investments	300	300	300	300	300
Miscellaneous Revenues	240,000	247,200	254,600	262,200	270,100
Internal Service Charges	2,245,000	2,245,000	2,245,000	2,245,000	2,245,000
Transfers from Other Funds	-	-	-	-	-
<b>Total Revenues</b>	<b>\$ 2,878,300</b>	<b>\$ 2,897,300</b>	<b>\$ 2,916,800</b>	<b>\$ 2,936,900</b>	<b>\$ 2,957,700</b>
<b>Total Available Funds</b>	<b>\$ 3,087,998</b>	<b>\$ 3,205,430</b>	<b>\$ 3,286,830</b>	<b>\$ 3,331,630</b>	<b>\$ 3,339,330</b>
Expenditures					
Personal Services	\$ 843,576	\$ 860,400	\$ 877,600	\$ 895,200	\$ 913,100
Operating Expenses	1,571,892	1,603,300	1,635,400	1,668,100	1,701,500
Capital Outlay	350,400	357,400	364,500	371,800	379,200
Capital Improvement Program	-	-	-	-	-
Transfers to Other Funds	14,000	14,300	14,600	14,900	15,200
<b>Total Expenditures</b>	<b>\$ 2,779,868</b>	<b>\$ 2,835,400</b>	<b>\$ 2,892,100</b>	<b>\$ 2,950,000</b>	<b>\$ 3,009,000</b>
<b>Available Funds End of Year</b>	<b>\$ 308,130</b>	<b>\$ 370,030</b>	<b>\$ 394,730</b>	<b>\$ 381,630</b>	<b>\$ 330,330</b>

FLEET MANAGEMENT FUND	FY 13	FY 14	FY 15	FY 16	FY 17
Prior Year Carry-over	\$ 3,768,693	\$ 3,572,846	\$ 3,148,770	\$ 2,844,895	\$ 2,669,392
Revenues					
Fleet Lease Charges	\$ 1,572,860	\$ 1,651,503	\$ 1,734,078	\$ 1,820,782	\$ 1,911,821
Fleet Maintenance Charges	1,170,836	1,229,378	1,290,847	1,355,389	1,423,158
Fuel Charges	1,024,000	1,049,600	1,075,840	1,102,736	1,130,304
Interest on Investments	5,000	34,843	30,560	27,490	25,718
Transfers from Other Funds	101,500	-	-	-	-
<b>Total Revenues</b>	<b>\$ 3,874,196</b>	<b>\$ 3,965,324</b>	<b>\$ 4,131,325</b>	<b>\$ 4,306,398</b>	<b>\$ 4,491,001</b>
<b>Total Available Funds</b>	<b>\$ 7,642,889</b>	<b>\$ 7,538,170</b>	<b>\$ 7,280,095</b>	<b>\$ 7,151,292</b>	<b>\$ 7,160,394</b>
Expenditures					
Personal Services	\$ 238,172	\$ 242,900	\$ 247,800	\$ 252,800	\$ 257,900
Operating Expenses	2,006,371	2,046,500	2,087,400	2,129,100	2,171,700
Capital Outlay	1,825,500	2,100,000	2,100,000	2,100,000	2,100,000
Capital Improvement Program	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,070,043</b>	<b>\$ 4,389,400</b>	<b>\$ 4,435,200</b>	<b>\$ 4,481,900</b>	<b>\$ 4,529,600</b>
<b>Available Funds End of Year</b>	<b>\$ 3,572,846</b>	<b>\$ 3,148,770</b>	<b>\$ 2,844,895</b>	<b>\$ 2,669,392</b>	<b>\$ 2,630,794</b>

# Capital Improvement Program

(continued)

## Project Detail Sheets

The following pages contain individual detail sheets for the Capital Improvement Program. These project detail sheets are sorted numerically by project number. The project number can be found on both the “Summary by Funding Source” (pages 197-198) and the “Summary by Department” (pages 199-200).

The “Fleet Replacement Schedule” for fiscal year 2013 through fiscal year 2017 can be found on pages 256-263.



# CAPITAL IMPROVEMENT PROGRAM

PROJECT # 31011

PROJECT NAME: Land Acquisition - SR100 Frontage	DATE: August 28, 2012
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

**JUSTIFICATION/DESCRIPTION:**

Per the CRA plan, there are additional land purchases along SR100 needed to complete this portion of the program.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land	500,000					500,000
Construction						
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>500,000</b>					<b>500,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund	500,000					500,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>500,000</b>					<b>500,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 35001

PROJECT NAME: Bulldog Drive	DATE: August 28, 2012
DEPARTMENT: Community Redevelopment Agency	PROJECT MANAGER: CRA Board
LOCATION: SR100	ORIGINAL PLAN DATE: May 27, 2004

**JUSTIFICATION/DESCRIPTION:**

This project encompasses the realignment and expansion of Bull Dog Drive, storm water drainage improvements, SR 100 turn lane improvements, as well as changing the traffic pattern within the nearby high school. Phase II of the project is for adding additional lanes to Bull Dog Drive.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	500,000					500,000
Land						
Construction	3,300,000				2,420,000	5,720,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>3,800,000</b>				<b>2,420,000</b>	<b>6,220,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund	3,800,000				2,420,000	6,220,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>3,800,000</b>				<b>2,420,000</b>	<b>6,220,000</b>



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 49008

PROJECT NAME: Fire Station #26 - Seminole Woods

DATE: August 28, 2012

DEPARTMENT: Fire

PROJECT MANAGER: Mike Beadle

LOCATION: Seminole Woods

ORIGINAL PLAN DATE: July 1, 2005

**JUSTIFICATION/DESCRIPTION:**

This station will add coverage to the southern portion of the City and will be built on land already owned by the City.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction						
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>						

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>						

## CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 49009

PROJECT NAME: Fire Station #22 Replacement	DATE: August 28, 2012
DEPARTMENT: Fire	PROJECT MANAGER: Mike Beadle
LOCATION: Colbert Lane	ORIGINAL PLAN DATE: July 15, 2005

JUSTIFICATION/DESCRIPTION:

Station #22 is the oldest station in the City and needs to be replaced due to deterioration. It may also be located at a new site to provide better coverage in conjunction with the recent construction of Station #24.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning					650,000	650,000
Land						
Construction						
Equipment						
Materials and Supplies						
TOTAL COSTS:					650,000	650,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund					650,000	650,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:					650,000	650,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 51005

PROJECT NAME: Sidewalks and Bike paths	DATE: August 28, 2012
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

**JUSTIFICATION/DESCRIPTION:**

Sidewalks and bikepaths will be built throughout the City. The goal is to make Palm Coast more pedestrian and bicycle friendly. These amounts are to improve, replace, and/or add connection between existing paths.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	60,000	160,000	160,000	160,000	160,000	700,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>60,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>700,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	60,000	160,000	160,000	160,000	160,000	700,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>60,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>700,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 51005

PROJECT NAME: Sidewalks and Bike paths	DATE: August 28, 2012
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Seminole Woods	ORIGINAL PLAN DATE: July 14, 2002

**JUSTIFICATION/DESCRIPTION:**

Sidewalks and bikepaths will be built throughout the City. The goal is to make Palm Coast more pedestrian and bicycle friendly. These amounts are to begin a multi-purpose path along Seminole Woods Parkway. This project will be completed in annual phases, and funded from the City's CDBG Entitlement grant.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	160,000	160,000	160,000	160,000		640,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>		<b>640,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	160,000	160,000	160,000	160,000		640,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>	<b>160,000</b>		<b>640,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 52003

PROJECT NAME: Parkway Beautification	DATE: August 28, 2012
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

**JUSTIFICATION/DESCRIPTION:**

The City of Palm Coast has an ongoing parkway beautification program. Belle Terre Parkway is currently being improved.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	20,000	20,000	20,000	20,000	20,000	100,000
Land						
Construction	180,000	180,000	180,000	180,000	180,000	900,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	200,000	200,000	200,000	200,000	200,000	1,000,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>1,000,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 53209

PROJECT NAME: Belle Terre Parkway-PCP to PLP	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: PC Pkwy to Pine Lakes Pkwy S.	ORIGINAL PLAN DATE: April 24, 2008

JUSTIFICATION/DESCRIPTION:

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning			150,000			150,000
Land						
Construction				500,000	500,000	1,000,000
Equipment						
Materials and Supplies						
TOTAL COSTS:			150,000	500,000	500,000	1,150,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund			150,000	500,000	500,000	1,150,000
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			150,000	500,000	500,000	1,150,000



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54104

PROJECT NAME: Street Paving and Resurfacing	DATE: August 28, 2012
DEPARTMENT: Public Works	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 14, 2002

**JUSTIFICATION/DESCRIPTION:**

The City of Palm Coast has over 550 miles of streets which it maintains. A major portion of the funding for the resurfacing program comes from the Local Government Infrastructure Surtax (half-cent sales tax) that was approved by the voters beginning in 2003. This tax will expire at the end of calendar year 2012. Since most of the city has been resurfaced, only areas showing excessive wear will be addressed for the foreseeable future.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	100,000	800,000	800,000	800,000	800,000	3,300,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>100,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>3,300,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	100,000	800,000	800,000	800,000	800,000	3,300,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>100,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>3,300,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54403

PROJECT NAME: North Pine Lakes Pkwy Improvements	DATE: August 28, 2012
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Pine Lakes Parkway	ORIGINAL PLAN DATE: July 15, 2005

**JUSTIFICATION/DESCRIPTION:**

This project will provide for moving utilities underground, adding a paved shoulder to the roadway and construction of a multi-use path. It also addresses safety improvements as well as stormwater upgrades.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	1,800,000					1,800,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>1,800,000</b>					<b>1,800,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	1,800,000					1,800,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>1,800,000</b>					<b>1,800,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54404

PROJECT NAME: Royal Palms Parkway Phase III	DATE: August 28, 2012
DEPARTMENT: Community Development	PROJECT MANAGER: Carl Cote
LOCATION: Royal Palms Parkway	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

This project includes paved shoulders from Belle Terre Pkwy to Rymfire Dr with turn lanes at Rickenbacker and Rymfire. Phase 1 will be from Rickenbacker to Belle Terre Pkwy. The second phase is from Rymfire Drive to Rickenbacker.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	100,000					100,000
Land						
Construction	600,000	300,000				900,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>700,000</b>	<b>300,000</b>				<b>1,000,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	700,000	300,000				1,000,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>700,000</b>	<b>300,000</b>				<b>1,000,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54409

PROJECT NAME: Intersection/Turn Lane Improvements	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Various	ORIGINAL PLAN DATE: July 15, 2005

**JUSTIFICATION/DESCRIPTION:**

The location of these improvements will be determined as necessary.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	100,000	350,000	50,000	350,000	50,000	900,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>100,000</b>	<b>350,000</b>	<b>50,000</b>	<b>350,000</b>	<b>50,000</b>	<b>900,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	100,000	350,000	50,000	350,000	50,000	900,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>100,000</b>	<b>350,000</b>	<b>50,000</b>	<b>350,000</b>	<b>50,000</b>	<b>900,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54501

PROJECT NAME: Palm Coast Parkway 6-Laning	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Cypress Point Pkwy/Florida Park Dr	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

This 6-laning will extend from Cypress Point Pkwy/Boulder Rock Dr east to Florida Park Dr. The City is expecting to receive \$8,768,000 in FDOT grants to complete this project.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	764,405					764,405
Land	350,300					350,300
Construction	8,664,740					8,664,740
Equipment						
Materials and Supplies		600,000				600,000
<b>TOTAL COSTS:</b>	<b>9,779,445</b>	<b>600,000</b>				<b>10,379,445</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	9,779,445	600,000				10,379,445
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>9,779,445</b>	<b>600,000</b>				<b>10,379,445</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54502

PROJECT NAME: Old Kings Road Extension	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Old Kings Road	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

This project is an integral part of the Matanzas Wood I-95 interchange project expected to be completed by the FDOT by 2015. The Old Kings Road extension is a major feeder road from I-95. The project will be completed in three phases, with phase one expected to be completed by 2015.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	1,350,000					1,350,000
Land						
Construction		1,050,000	2,275,000		600,000	3,925,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>1,350,000</b>	<b>1,050,000</b>	<b>2,275,000</b>		<b>600,000</b>	<b>5,275,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	1,350,000	1,050,000	2,275,000		600,000	5,275,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>1,350,000</b>	<b>1,050,000</b>	<b>2,275,000</b>		<b>600,000</b>	<b>5,275,000</b>



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54505

PROJECT NAME: Palm Harbor Extension	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Palm Harbor	ORIGINAL PLAN DATE: July 15, 2005

**JUSTIFICATION/DESCRIPTION:**

This project is an integral part of the Matanzas Wood I-95 interchange project expected to be completed by the FDOT by 2015. The initial amounts in fiscal year 2013 are for land and right of way purchases, followed by two years of construction.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land	450,000			15,000	25,000	490,000
Construction		1,315,000	1,125,000			2,440,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>450,000</b>	<b>1,315,000</b>	<b>1,125,000</b>	<b>15,000</b>	<b>25,000</b>	<b>2,930,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	450,000	1,315,000	1,125,000	15,000	25,000	2,930,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Storm water Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>450,000</b>	<b>1,315,000</b>	<b>1,125,000</b>	<b>15,000</b>	<b>25,000</b>	<b>2,930,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54507

PROJECT NAME: North Old Kings Road 4-Laning	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Farragut to Forest Grove	ORIGINAL PLAN DATE: July 15, 2005

**JUSTIFICATION/DESCRIPTION:**

Old Kings Road North will be connected directly to the Old Kings Road Extension. The current road is a two lane rural road that will need to be upgraded to handle additional traffic from the planned Matanzas Woods I-95 interchange which is expected to be completed in 2015.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	2,000,000					2,000,000
Land		100,000				100,000
Construction						
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>2,000,000</b>	<b>100,000</b>				<b>2,100,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	2,000,000	100,000				2,100,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>2,000,000</b>	<b>100,000</b>				<b>2,100,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 54602

PROJECT NAME: Bridge Rehabilitation	DATE: August 28, 2012
DEPARTMENT: Engineering	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: June 19, 2006

**JUSTIFICATION/DESCRIPTION:**

The City has a bridge rehabilitation program based on FDOT ratings. The plan is to design for the rehab in one year, then for construction the following year. The bridges at Palm Harbor Parkway and Colchester/Colorado are next in line for rehabilitation.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning		150,000		150,000		300,000
Land						
Construction	975,000		1,000,000		1,000,000	2,975,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>975,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>3,275,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund	975,000	150,000	1,000,000	150,000	1,000,000	3,275,000
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>975,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>150,000</b>	<b>1,000,000</b>	<b>3,275,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55003

PROJECT NAME: Pipe Replacement	DATE: August 28, 2012
DEPARTMENT: Storm water Management	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

This is to replace storm water pipes under City streets using a specialized City crew.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	295,000	300,900	306,918	313,056	319,317	1,535,192
Equipment						
Materials and Supplies	550,000	550,000	550,000	550,000	550,000	2,750,000
<b>TOTAL COSTS:</b>	<b>845,000</b>	<b>850,900</b>	<b>856,918</b>	<b>863,056</b>	<b>869,317</b>	<b>4,285,192</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	845,000	850,900	856,918	863,056	869,317	4,285,192
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>845,000</b>	<b>850,900</b>	<b>856,918</b>	<b>863,056</b>	<b>869,317</b>	<b>4,285,192</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55005

PROJECT NAME: Control Structure Rehabilitation	DATE: August 28, 2012
DEPARTMENT: Stormwater Management	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

This project is to replace control structures located in the canal system throughout the City.

	FY 13	FY 14	FY 15	FY 16	FY 17
Three Sisters Replacement	1,200,000				
L1 Weir Replacement		220,000			
M2 Weir Replacement		50,000			
K1 Weir Replacement			225,000		
K6 Weir Replacement					197,000
M3 Weir Replacement				350,000	
Seminole Woods @ Iroquois Canal I-2	250,000				
Major Crossings		500,000	500,000	500,000	500,000

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	30,600	46,000	47,000	48,000	49,000	220,600
Land						
Construction	1,419,400	724,000	678,000	802,000	648,000	4,271,400
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>1,450,000</b>	<b>770,000</b>	<b>725,000</b>	<b>850,000</b>	<b>697,000</b>	<b>4,492,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	1,450,000	770,000	725,000	850,000	697,000	4,492,000
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>1,450,000</b>	<b>770,000</b>	<b>725,000</b>	<b>850,000</b>	<b>697,000</b>	<b>4,492,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55105

PROJECT NAME: Swale Rehabilitation Program	DATE: August 28, 2012
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

This is the cost of materials needed to rehabilitate the swales in the City. The goal is to regrade at least 25 miles of swales each year. The labor is included in the personal services in the Stormwater Management Fund.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	585,000	596,700	608,634	620,807	633,223	3,044,364
Equipment						
Materials and Supplies	740,112	754,914	770,013	785,413	801,120	3,851,572
<b>TOTAL COSTS:</b>	<b>1,325,112</b>	<b>1,351,614</b>	<b>1,378,647</b>	<b>1,406,220</b>	<b>1,434,343</b>	<b>6,895,936</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	1,325,112	1,351,614	1,378,647	1,406,220	1,434,343	6,895,936
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>1,325,112</b>	<b>1,351,614</b>	<b>1,378,647</b>	<b>1,406,220</b>	<b>1,434,343</b>	<b>6,895,936</b>



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55205

PROJECT NAME: Valley Gutter Improvements  
 DEPARTMENT: Stormwater Management  
 LOCATION: Various Locations

DATE: August 28, 2012  
 PROJECT MANAGER: Tony Capela  
 ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

This is the cost of materials needed to remove and modify valley gutters in City streets. The labor is included in the personal services in the Stormwater Management Fund.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	75,000	75,000	75,000	75,000	75,000	375,000
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55230

PROJECT NAME: Canal and Seawall Replacements	DATE: August 28, 2012
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

These costs are for the replacement of City owned seawalls and related infrastructure.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	65,000	95,000	95,000	95,000	95,000	445,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>65,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>445,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	65,000	95,000	95,000	95,000	95,000	445,000
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>65,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>445,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55231

PROJECT NAME: Modeling Improvements	DATE: August 28, 2012
DEPARTMENT: Storm water Management	PROJECT MANAGER: John Moden
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

This project is to replace control structures located in the canal system throughout the City.

	FY 13	FY 14	FY 15	FY 16	FY 17
Modeling Improvements Sec 31	100,000				
Modeling Improvements Sec 35			100,000		
Modeling Improvements Sec 37		334,000			
Modeling Improvements Sec TBD				200,000	200,000

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	100,000	334,000	100,000	200,000	200,000	934,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>100,000</b>	<b>334,000</b>	<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>934,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	100,000	334,000	100,000	200,000	200,000	934,000
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>100,000</b>	<b>334,000</b>	<b>100,000</b>	<b>200,000</b>	<b>200,000</b>	<b>934,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55400

PROJECT NAME: Land Acquisitions	DATE: August 28, 2012
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

**JUSTIFICATION/DESCRIPTION:**

These costs are for anticipated purchases of land that allow for greater access to stormwater infrastructure for rehabilitation and replacement.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land	23,000	15,000	15,000	15,000	15,000	83,000
Construction						
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>23,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>83,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund	23,000	15,000	15,000	15,000	15,000	83,000
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>23,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>83,000</b>

## CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 55500

PROJECT NAME: Fresh Water Dredging	DATE: August 28, 2012
DEPARTMENT: Stormwater Management	PROJECT MANAGER: Tony Capela
LOCATION: Various Locations	ORIGINAL PLAN DATE: July 31, 2003

JUSTIFICATION/DESCRIPTION:

This is the cost of future expected dredging of freshwater canals due to runoff and silt deposits.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction				50,000	50,000	100,000
Equipment						
Materials and Supplies						
TOTAL COSTS:				50,000	50,000	100,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund				50,000	50,000	100,000
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:				50,000	50,000	100,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61014

PROJECT NAME: Graham Swamp Trail  
 DEPARTMENT: Recreation & Parks  
 LOCATION: Various

DATE: August 28, 2012  
 PROJECT MANAGER: Carl Cote  
 ORIGINAL PLAN DATE: June 19, 2006

**JUSTIFICATION/DESCRIPTION:**

The easement acquisition for Phase II of the trail was completed in 2012. Phase II design and construction is expected to begin in 2017.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning					250,000	250,000
Land						
Construction						
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>					<b>250,000</b>	<b>250,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund					250,000	250,000
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>					<b>250,000</b>	<b>250,000</b>



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61015

PROJECT NAME: Longs Landing	DATE: August 28, 2012
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Longs Creek	ORIGINAL PLAN DATE: June 19, 2006

**JUSTIFICATION/DESCRIPTION:**

Long's Landing is a historic site that was purchased by the City. It will function as a resource based park with limited amenities such as a trail and a canoe launch. Grants of \$325,000 have been received to help cover the cost of development.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	75,000					75,000
Land						
Construction		1,215,000				1,215,000
Equipment						
Materials and Supplies						
TOTAL COSTS:	75,000	1,215,000				1,290,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	75,000	1,215,000				1,290,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	75,000	1,215,000				1,290,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 61505

PROJECT NAME: Indian Trails Sports Complex	DATE: August 2, 2012
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Belle Terre Blvd.	ORIGINAL PLAN DATE: June 19, 2006

JUSTIFICATION/DESCRIPTION:

Expand sports fields as part of the ongoing plan to attract soccer and lacrosse tournaments to the City.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning		120,000				120,000
Land						
Construction						
Equipment						
Materials and Supplies						
TOTAL COSTS:		120,000				120,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund		120,000				120,000
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:		120,000				120,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66005

PROJECT NAME: Central Park	DATE: August 28, 2012
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Town Center	ORIGINAL PLAN DATE: August 14, 2008

**JUSTIFICATION/DESCRIPTION:**

The next phase of the Central Park expansion includes additional recreational facilities for children.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction					1,000,000	1,000,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>					<b>1,000,000</b>	<b>1,000,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund					1,000,000	1,000,000
Capital Projects Fund						
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>					<b>1,000,000</b>	<b>1,000,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66006

PROJECT NAME: Holland Park Renovation  
 DEPARTMENT: Recreation & Parks  
 LOCATION: Florida Park Drive

DATE: August 23, 2012  
 PROJECT MANAGER: Carl Cote  
 ORIGINAL PLAN DATE: June 19, 2006

**JUSTIFICATION/DESCRIPTION:**

Renovations in fiscal year 2013 are for playground safety improvements. A future major renovation is planned as funding becomes available.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	25,000				5,000	30,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>25,000</b>				<b>5,000</b>	<b>30,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	25,000				5,000	30,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>25,000</b>				<b>5,000</b>	<b>30,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66008

PROJECT NAME: Park Renovation	DATE: August 28, 2012
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Various Locations	ORIGINAL PLAN DATE: June 19, 2006

**JUSTIFICATION/DESCRIPTION:**

This is used for park renovations and equipment replacements that are needed during the year.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Equipment						
Materials and Supplies						
TOTAL COSTS:	75,000	75,000	75,000	75,000	75,000	375,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund	75,000	75,000	75,000	75,000	75,000	375,000
Utility Capital Projects Fund						
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	75,000	75,000	75,000	75,000	75,000	375,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 66009

PROJECT NAME: Lehigh/Belle Terre Trailhead	DATE: August 28, 2012
DEPARTMENT: Recreation & Parks	PROJECT MANAGER: Carl Cote
LOCATION: Belle Terre Parkway	ORIGINAL PLAN DATE: August 28, 2012

**JUSTIFICATION/DESCRIPTION:**

This will be to construct parking and restroom facilities at the trailhead for the Lehigh Trail intersecting at Belle Terre Parkway.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	100,000					100,000
Land						
Construction		300,000	100,000	100,000		500,000
Equipment						
Materials and Supplies						
TOTAL COSTS:	100,000	300,000	100,000	100,000		600,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund	100,000	300,000	100,000	100,000		600,000
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR 100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund						
Stomwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	100,000	300,000	100,000	100,000		600,000



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81010

PROJECT NAME: Water Treatment Plant #3	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Northwest Section	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	2013	2014	2015	2016	2017
Membrane Replacement					275,000
Expansion Design				250,000	1,250,000
Iron Removal	125,000	500,000			

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	125,000			250,000	1,250,000	1,625,000
Land						
Construction		500,000			275,000	775,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>125,000</b>	<b>500,000</b>		<b>250,000</b>	<b>1,525,000</b>	<b>2,400,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	125,000	500,000		250,000	1,525,000	2,400,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>125,000</b>	<b>500,000</b>		<b>250,000</b>	<b>1,525,000</b>	<b>2,400,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81019

PROJECT NAME: Wellfield and Wells	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

	FY 13	FY 14	FY 15	FY 16	FY 17
Wellfield Development WTP #3	1,050,000				
Wellfield Expansion WTP #3				250,000	1,600,000
Wellfield Expansion WTP #2	500,000	1,000,000	1,000,000	1,000,000	1,000,000
Replacement Well Construction WTP #1	250,000	250,000	250,000	250,000	250,000
AWS Investigation/APT/WTP#3	350,000	200,000			

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning	1,400,000		200,000			1,600,000
Land						
Construction	750,000	1,250,000	1,250,000	1,500,000	2,850,000	7,600,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>2,150,000</b>	<b>1,250,000</b>	<b>1,450,000</b>	<b>1,500,000</b>	<b>2,850,000</b>	<b>9,200,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	2,150,000	1,250,000	1,450,000	1,500,000	2,850,000	9,200,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>2,150,000</b>	<b>1,250,000</b>	<b>1,450,000</b>	<b>1,500,000</b>	<b>2,850,000</b>	<b>9,200,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 81020

PROJECT NAME: Water Mains	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	FY 13	FY 14	FY 15	FY 16	FY 17
Citation/Old Kings Road/SR100 Water Main Loop			900,000		
Old Kings Road Water Main Extension to Eagle Lakes			50,000		
Old Kings Road Water Mains ( Phase 2)					100,000
Pine Lakes Parkway North	200,000				
WM on Palm Coast Pkwy (Belle Terre Pkwy to East of I-95)	1,000,000				

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	1,200,000		950,000		100,000	2,250,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>1,200,000</b>		<b>950,000</b>		<b>100,000</b>	<b>2,250,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	1,200,000		950,000		100,000	2,250,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>1,200,000</b>		<b>950,000</b>		<b>100,000</b>	<b>2,250,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82001

PROJECT NAME: PEP System	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	FY 13	FY 14	FY 15	FY 16	FY 17
System Upgrades	100,000	100,000	100,000	100,000	100,000
Tanks	250,000	300,000	300,000	300,000	300,000

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Equipment						
Materials and Supplies	250,000	300,000	300,000	300,000	300,000	1,450,000
<b>TOTAL COSTS:</b>	<b>350,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>1,950,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fun						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	350,000	400,000	400,000	400,000	400,000	1,950,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>350,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>1,950,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82002

PROJECT NAME: Wastewater Treatment Plant #1	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Utility Drive	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	FY 13	FY 14	FY 15	FY 16	FY 17
AWT Upgrade Design & Construction			500,000	3,000,000	3,000,000
Brush Aerator Rehab	50,000				
Cost Study for Dryer System Installation	50,000				
Return Activated Sludge Pumping Improvements	250,000				
Rib Site Slope Evaluation and Rehab	30,000	200,000			
Clarifiers #7 & #8 Rehab			500,000		

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	380,000	200,000	1,000,000	3,000,000	3,000,000	7,580,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>380,000</b>	<b>200,000</b>	<b>1,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>7,580,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	380,000	200,000	1,000,000	3,000,000	3,000,000	7,580,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>380,000</b>	<b>200,000</b>	<b>1,000,000</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>7,580,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82003

PROJECT NAME: Force Mains	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	FY 13	FY 14	FY 15	FY 16	FY 17
20" Discharge from WWTP #1 to St.Joe Canal			350,000	350,000	
OKR Force Mains (Phase 2)			250,000	1,000,000	

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction			600,000	1,350,000		1,950,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>			<b>600,000</b>	<b>1,350,000</b>		<b>1,950,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund			600,000	1,350,000		1,950,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>			<b>600,000</b>	<b>1,350,000</b>		<b>1,950,000</b>



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82004

PROJECT NAME: Reclaimed Water	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	FY 13	FY 14	FY 15	FY 16	FY 17
Holland Park Reuse Main	100,000				
Seminole Blvd Reclaimed Water Main					250,000
Matanzas Wood Pkwy Reclaimed Water Main				600,000	1,700,000
Old Kings Road ( Phase 2)					100,000

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	100,000			600,000	2,050,000	2,750,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>100,000</b>			<b>600,000</b>	<b>2,050,000</b>	<b>2,750,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	100,000			600,000	2,050,000	2,750,000
Stomwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>100,000</b>			<b>600,000</b>	<b>2,050,000</b>	<b>2,750,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82007

PROJECT NAME: Wastewater Treatment Plant #2	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: To Be Determined	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

	FY 13	FY 14	FY 15	FY 16	FY 17
Engineering Design & Construction			6,660,000	12,180,000	
Reclaimed Water Discharge to Wetlands			450,000	1,250,000	

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction			7,110,000	13,430,000		20,540,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>			<b>7,110,000</b>	<b>13,430,000</b>		<b>20,540,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund			7,110,000	13,430,000		20,540,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>			<b>7,110,000</b>	<b>13,430,000</b>		<b>20,540,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 82009

PROJECT NAME: Beachside Sewer System  
 DEPARTMENT: Utility  
 LOCATION: Various

DATE: August 28, 2012  
 PROJECT MANAGER: Richard Adams  
 ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

This project is to provide sewer service to residents outside of the City through an interlocal agreement with Flagler County.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	2,500,000					2,500,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>2,500,000</b>					<b>2,500,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	2,500,000					2,500,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>2,500,000</b>					<b>2,500,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84002

PROJECT NAME: Water Treatment Plant #1	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Palm Coast Parkway	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:

	FY 13	FY 14	FY 15	FY 16	FY 17
WTP No. 1 Misc. Improvements(Electrical Improvements)			500,000		

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction			500,000			500,000
Equipment						
Materials and Supplies						
TOTAL COSTS:			500,000			500,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund			500,000			500,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:			500,000			500,000

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84003

PROJECT NAME: Water Treatment Plant #2	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Citation Boulevard	ORIGINAL PLAN DATE: July 16, 2004

JUSTIFICATION/DESCRIPTION:	FY 13	FY 14	FY 15	FY 16	FY 17
Concentrate Zero Discharge Treatment	7,000,000	3,000,000			

This project is required by the FDEP. Our permit to discharge water treatment concentrate into the intercoastal waterway will not be renewed by the FDEP.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	7,000,000	3,000,000				10,000,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>7,000,000</b>	<b>3,000,000</b>				<b>10,000,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	7,000,000	3,000,000				10,000,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>7,000,000</b>	<b>3,000,000</b>				<b>10,000,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84004

PROJECT NAME: General Plant R & R - Water	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

Renewal and replacement fund for existing equipment at the various water treatment facilities.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	500,000	500,000	500,000	500,000	500,000	2,500,000
Equipment						
Materials and Supplies						
TOTAL COSTS:	500,000	500,000	500,000	500,000	500,000	2,500,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	500,000	500,000	500,000	500,000	500,000	2,500,000



# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 84005

PROJECT NAME: Distribution System Improvements	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

Renewal and replacement fund for various distribution system projects as needed.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	75,000	75,000	75,000	75,000	75,000	375,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	75,000	75,000	75,000	75,000	75,000	375,000
Stomwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>375,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 85003

PROJECT NAME: Lift Stations and Pump Stations	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

	FY 13	FY 14	FY 15	FY 16	FY 17
Pump Station 4-2 Upgrade	350,000	150,000			
Pump Station Upgrades	75,000	75,000	75,000	75,000	75,000
Pump Station On-Line Generator	30,000	30,000	30,000	30,000	30,000
Pump Station Odor Control Systems	50,000	50,000	50,000	50,000	50,000
OKR Master Pump Station			1,250,000		
Belle Terre/Matanzas Woods MPS				1,500,000	500,000

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	505,000	305,000	1,405,000	1,655,000	655,000	4,525,000
Equipment						
Materials and Supplies						
<b>TOTAL COSTS:</b>	<b>505,000</b>	<b>305,000</b>	<b>1,405,000</b>	<b>1,655,000</b>	<b>655,000</b>	<b>4,525,000</b>

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	505,000	305,000	1,405,000	1,655,000	655,000	4,525,000
Stormwater Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
<b>TOTAL REVENUE:</b>	<b>505,000</b>	<b>305,000</b>	<b>1,405,000</b>	<b>1,655,000</b>	<b>655,000</b>	<b>4,525,000</b>

# CAPITAL IMPROVEMENT PROGRAM

PROJECT #: 85005

PROJECT NAME: General Plant R & R - Wastewater	DATE: August 28, 2012
DEPARTMENT: Utility	PROJECT MANAGER: Richard Adams
LOCATION: Various	ORIGINAL PLAN DATE: July 16, 2004

**JUSTIFICATION/DESCRIPTION:**

Renewal and replacement fund for existing equipment at the various wastewater treatment facilities.

PROJECT COSTS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
Engineering & Planning						
Land						
Construction	500,000	500,000	500,000	500,000	500,000	2,500,000
Equipment						
Materials and Supplies						
TOTAL COSTS:	500,000	500,000	500,000	500,000	500,000	2,500,000

SOURCE OF FUNDS:	FY 13	FY 14	FY 15	FY 16	FY 17	TOTAL
General Fund						
Streets Improvement Fund						
Park Impact Fee Fund						
Fire Impact Fee Fund						
Development Special Projects Fund						
Transportation Impact Fee Fund						
SR100 CRA Fund						
Capital Projects Fund						
Utility Capital Projects Fund	500,000	500,000	500,000	500,000	500,000	2,500,000
Storm water Utility Fund						
Information Tech & Comm Fund						
Fleet Management Fund						
TOTAL REVENUE:	500,000	500,000	500,000	500,000	500,000	2,500,000

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17
<b>2101</b>	<b>Community Relations</b>							
PC000652	FORD	FORD FOCUS	2005		15,200			
<b>SUB TOTAL</b>					15,200			
<b>2422</b>	<b>Financial Services</b>							
PC000081	FORD	2006 FORD CROWN VIC	2006		21,200			
<b>SUB TOTAL</b>					21,200			
<b>3507</b>	<b>Planning</b>							
PC000658	FORD	RANGER	2005		15,500			
PC000578	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000671	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
<b>SUB TOTAL</b>					42,100			
<b>3508</b>	<b>Code Enforcement</b>							
PC000329	FORD	FORD F-150 PICKUP TRUCK	2003		14,000			
PC000407	FORD	FORD F-150 PICKUP TRUCK	2004	15,679				
PC000923	FORD	FORD F-150 PICKUP TRUCK	2004	15,679				
PC000501	FORD	FORD F-150 PICKUP TRUCK	2004	15,679				
PC000574	F-150	F-150 TRUCK, PICKUP	2005		13,300			
PC000576	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000579	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000634	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000636	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000641	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000672	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000673	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000922	FORD	FORD RANGER	2005		14,400			
PC001025	TOYOTA	TOYOTA PRIUS	2006		21,800			
PC001134	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
<b>SUB TOTAL</b>				47,037	170,200			

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17
<b>4000</b>	<b>Fire</b>							
000355	WARD LAFRANCE	FIRE TRUCK	1976		108,400			
000916	MACK	TRUCK	1984	380,000				
000918	MACK	FIRE TRUCK	1985		23,000			
000917	MACK	FIRE TRUCK	1986		23,000			
001162	CHEVROLET	3500 VAN	1987		10,600			
000063	DODGE	RAM 350	1992		25,000			
000429	FORD	WATER TANKER	1995		62,700			
000072	CHEVROLET	IMPALA	2001					
000331	DODGE	RAM 3500	2003		17,400			
000354	CHEVROLET	EXPRESS VAN	2003		19,900			
000488	SEAGRAVE	FIRE TRUCK	2003					
000911	FORD	F-150	2004		16,800			
000633	FORD	EXPLORER	2005		22,900			
000651	FORD	F-150	2005		16,600			
000664	CHEVROLET	SUBURBAN	2005	28,000				
000900	PIERCE	FIRE TRUCK	2005					
001023	CHEVROLET		3,500 2006		76,200			
001024	CHEVROLET		3,500 2006		76,200			
001409	SEAGRAVE	FIRE TRUCK	2006					
PC001142	FORD	FORD EXPLORER 4x4	2007		22,200			
001280	CHEVROLET	EXT CAB PICKUP	2007		26,200			
001281	CHEVROLET	2500 EXT CAB	2007		26,200			
001282	CHEVROLET	EXT CAB PICKUP	2007		26,200			
001283	DODGE	3500 RAM	2007		34,600			
001331	PIERCE	FIRE TRUCK	2007					
001332	PIERCE	FIRE TRUCK	2007					
001386	CHEVROLET	3500 SILVERADO	2008			28,000		
<b>SUB TOTAL</b>				408,000	634,100	28,000	-	-

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17
5011	<b>Streets</b>							
	NEW	Wood chipper - Streets		35,000				
	NEW	Landscape tractor with loader attachment - Streets		22,000				
	NEW	Forestry body - Streets		18,000				
7871	John Deere	Grader, Motor	1988		70,800			
6021	John Deere	Tractor, Utility, 6405	2002		34,200			
6022	John Deere	Tractor, Utility, 6405	2002		34,200			
6023	John Deere	Tractor, Utility, 6405	2002		34,200			
6024	John Deere	Tractor, Utility, 5420	2002		22,900			
6025	John Deere	Tractor, Utility, 5420	2002		22,700			
6026	John Deere	Tractor, Utility, 5420	2002		22,700			
6027	John Deere	Tractor, Utility, 5420	2002		22,700			
6031	New Holland	Tractor	2003		40,700			
	New	Forklift	2005				33,000	
		Tractor (closed cab)	2005				33,300	
		Tractor (closed cab)	2005				33,300	
		2.5 Ton Roller	2006				20,400	
		20-Ton Trailer	2006					19,300
		Backhoe w/attachments	2006					107,800
		Skid Steer w/attachments	2006					38,300
		Skid Steer w/attachments	2006					38,300
		Wheeled Excavator	2006					113,900
		Wheeled Excavator	2006					113,900
6001	John Deere	Tractor 5410	2007		34,200			
6002	John Deere	Tractor 5410	2007		34,200			
9026	Mobark	Brush Chipper	2007		28,400			
	Elgin	Street Sweeper	2008		119,400			
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	ZERO TURN MOWER	2009		12,800			
	JOHN DEERE	FRONT MOWERS	2009			23,000		
	JOHN DEERE	FRONT MOWERS	2009			23,000		
	JOHN DEERE	FRONT MOWERS	2009			23,000		
PC000220	GMC	GMC SIERRA FLATBED TRUCK	2001		24,400			
PC000221	STERLING	STERLING DUMP TRUCK	2002	144,727				
PC000332	FORD	FORD F-250 CREW CAB	2003		21,800			
PC000334	FORD	FORD F-150 SUPER CREW CAB	2003		23,200			
PC000339	FORD	FORD F-250 CREW CAB TRUCK	2003	25,951				
PC000340	STERLING	STERLING 15 YD DUMP TRUCK	2003		59,400			
PC000186	JEEP	2004 JEEP LIBERTY	2004		12,800			
PC000448	FORD	FORD F-150 PICKUP TRUCK	2004	17,750				
PC000910	FORD	FORD F-250 SD PICKUP TRUCK	2004		19,600			
PC000932	FORD	FORD F-250 CREW CAB PICKUP	2004		20,600			
PC000665	DODGE	DODGE RAM 1500 PICKUP TRUCK	2005		21,400			
PC000917	FORD	FORD F-350 SD PICKUP TRUCK	2005		27,600			
PC000936	FORD	FORD F-550 SD DUMP TRUCK	2005		38,500			
PC000942	FORD	FORD F-550 SD DUMP TRUCK	2005		38,500			
PC001026	FORD	FORD F-250 FORD PICKUP	2005		22,600			



# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17	
PC001027	FORD	FORD F-350 FORD PICKUP	2005		32,200				
PC001028	FORD	FORD F-350 FORD PICKUP	2005		32,800				
PC000988	FORD	FORD F150 PICKUP TRUCK 4X4 EXTENDED CAB	2006		20,300				
PC001029	FORD	FORD F-550 FORD CRANE TRUCK	2005		50,000				
PC000986	FORD	FORD F-350 PICKUP TRUCK DUALY(DIESEL)	2007		26,900				
PC001042	FORD	FORD F250 PICKUP TRUCK	2007		25,600				
PC001051	FORD	FORD F-250 FORD PICKUP	2007		25,600				
PC001076	FORD	FORD F-350 PICKUP TRUCK 4x4	2007		33,200				
PC001128	FORD	FORD F-350 CHASSIS XL FLATBED	2007		37,500				
PC001133	FORD	FORD F-150 PICKUP TRUCK	2007	19,908					
PC001345	CHEVROLET	CHEVROLET PASSENGER VAN	2007	28,181					
PC001131	FORD	FORD F-250 4X4 SERVICE BODY AUTOCRANE	2008			33,800			
PC001132	FORD	FORD F-250 PICKUP TRUCK 4X4	2008			25,900			
	FORD	F-350 PICKUP TRUCK	2009				33,300		
7024		277 B SKID STEER	2004	64,865					
6991		JOHN DEERE 5410 TRACTOR	1999	25,148					
1161		ALTEC WOOD CHIPPER	2007	34,270					
9031		SCAG TURF TIGER CUB	2003	14,140					
1185		SCAG TURF TIGER CUB	2006	14,140					
1348		SCAG TURF TIGER CUB	2007	14,140					
	NEW	WALK BEHIND MOWER		7,500					
	NEW	WALK BEHIND MOWER		7,500					
	NEW	MOWER		15,000					
	NEW	MOWER		15,000					
	NEW	MOWER		15,000					
	NEW	FORD F250 PICKUP TRUCK		20,000					
	NEW	FORD F250 PICKUP TRUCK		20,000					
	NEW	FORD F250 PICKUP TRUCK		20,000					
	NEW	FORD F150 PICKUP TRUCK		22,000					
	NEW	TRAILER (MOWING CREW)		2,000					
	NEW	TRAILER (MOWING CREW)		2,000					
	NEW	TRAILER (MOWING CREW)		2,000					
	NEW	TRAILER (MOWING CREW)		2,000					
<b>SUB TOTAL</b>					628,220	1,174,200	128,700	153,300	431,500

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17
<b>5012</b>	<b>Facilities Maintenance</b>							
PC001044	FORD	FORD F250 PICKUP TRUCK	2007		25,600			
<b>SUB TOTAL</b>					25,600			
<b>5015</b>	<b>Parks/Facilities</b>							
9011	Groundmaster	Mower RC60-F19	2006					12,500
9013	Groundmaster	Mower RC60-F19	2006					12,500
PC000445	FORD	FORD F-150 PICKUP TRUCK	2004		18,000			
PC000637	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000640	FORD	FORD F-150 PICKUP TRUCK	2005		18,600			
PC000910	FORD	FORD F-250 SD PICKUP TRUCK	2004		19,600			
PC000927	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC001141	FORD	FORD F-250 CREW CAB PICKUP TRUCK	2008			26,700		
<b>SUB TOTAL</b>					82,800	26,700		25,000
<b>5509</b>	<b>Engineering</b>							
PC000336	FORD	CARGO VAN	2003	23,492				
PC000337	FORD	EXPLORER SPORT TRAC	2003		21,400			
PC000976	FORD	E-243 CARGO VAN	2003		13,500			
PC000724	CHEVROLET	CHEVROLET PICKUP TRUCK 4X4	2003		12,300			
PC001136	FORD	FORD F-150 PICKUP TRUCK	2007		13,600			
<b>SUB TOTAL</b>				23,492	60,800			
<b>6016</b>	<b>Recreation/Athletics</b>							
PC000500	FORD	FORD F250 PICKUP TRUCK	2004		14,000			
<b>SUB TOTAL</b>					14,000			
<b>9000</b>	<b>Utility Administration</b>							
PC000414	FORD	EXPLORER 4 DR 4 x 4	2004		22,600			
PC000415	FORD	EXPLORER 4 DR 4 x 4	2004		22,600			
PC000416	FORD	EXPLORER 4 DR 4 x 4	2004		23,041			
PC000666	FORD	SPORT TRAC 4 DR TRAC	2005		18,300			
PC000978	FORD	EXPLORER 4 DR ADVAN TRAC RSC	2006		21,800			
PC001139	FORD	SPORT TRAX 4X4	2007		22,000			
<b>SUB TOTAL</b>					130,341			
<b>9081</b>	<b>Utility Maintenance</b>							
PC000495	FORD	F350 WITH CRANE	2003	52,979				
PC000408	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004		21,621			
PC000438	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004		21,621			
PC000447	FORD	F-150 PICK UP - SHORTBED	2004	24,579				
PC000928	FORD	F550 WITH CRANE	2004		61,300			
PC000635	FORD	F150 XL PICK UP	2005		13,300			
PC000941	FORD	F350 UTILITY	2005	52,279				
<b>SUB TOTAL</b>				129,837	117,842			

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17	
<b>9082</b>	<b>Wastewater Collection</b>								
PC000433	FORD	5 YARD DUMP TRUCK	1997	69,936					
PC000394	FORD	SD REG CAB F-350	2003						
PC000389	STERLING	VAC CON CLEANER TRUCK LT7500	2004		212,700				
PC000393	FORD	F-150 PICK UP - SHORTBED	2004	21,188	-				
PC000397	FORD	F-150 PICK UP - SHORTBED	2004		14,400				
PC000409	FORD	SD REG CAB 3/4 TON F-250 FLEETSIDE	2004	37,400					
PC000667	FORD	F-250 SD REG CAB	2005		21,621				
PC000670	FORD	F-150 PICK UP	2005		13,300				
PC000701	FORD	F-150 PICK UP	2005		13,300				
PC000702	FORD	F-350 UTILITY LADDER TRUCK	2005		25,500				
PC000918	FORD	F350 UTILITY	2005	29,401					
PC000960	FORD	F350 UTILITY	2005		44,800				
PC001043	FORD	F250 FORD PICKUP	2007		31,500				
PC001270	FORD	STERLING TANK TRUCK	2007		143,000				
PC001276	STERLING	VAC CON CLEANER TRUCK LT7500	2007		218,400				
PC001277	FORD	STERLING TANK TRUCK	2007		115,200				
PC001296	FORD	STERLING TANK TRUCK	2007		115,200				
PC001140	FORD	F250 SD UTILITY	2008			27,900			
PC001329	FORD	DUMP TRUCK	2008			63,800			
PC001330	FORD	F750 WITH CRANE 14005H	2008			111,300			
	Cat	Backhoe	2005				63,800		
	New	CREW CAB PICK UP	2010					39,500	
	New	SPORT TRACK	2010					21,200	
<b>SUB TOTAL</b>					157,925	968,921	203,000	63,800	60,700
<b>9083</b>	<b>Wastewater Treatment</b>								
PC000399	FORD	F-150 PICK UP - SHORTBED	2004		14,400				
PC000639	FORD	F-150 PICK UP	2005		13,300				
PC000645	FORD	F-150 PICK UP	2005		14,900				
PC000656	FORD	F-250 SD CAB 4x4	2005		20,900				
	John Deere	Tractor	2005				75,900		
<b>SUB TOTAL</b>					-	63,500	-	75,900	-
<b>9086</b>	<b>Water Plant #1</b>								
PC000411	FORD	F-150 PICK UP - SHORTBED	2004		14,400				
PC000657	FORD	F-250 SD CAB 4 X 4	2005	32,000					
PC000648	FORD	F-150 PICK UP	2005		14,900				
PC000977	FORD	F350 DIESEL DULE	2006		25,600				
PC001138	FORD	F-150 PICK UP	2007		17,300				
<b>SUB TOTAL</b>					32,000	72,200	-	-	-

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17
<b>9087</b>	<b>Water Plant #2</b>							
PC000406	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000659	FORD	RANGER 4X4	2005		15,500			
<b>SUB TOTAL</b>					-	29,900	-	-
<b>9085</b>	<b>Water Plant #3</b>							
PC000632	FORD	FORD F-150 PICKUP TRUCK	2005		13,300			
PC000922	FORD	RANGER	2005		14,400			
	FORD	PICK UP 4X4	2010					19,100
<b>SUB TOTAL</b>					-	27,700	-	19,100
<b>9088</b>	<b>Water Quality</b>							
PC000392	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000396	FORD	F-150 PICK UP - SHORTBED - EXT CAB	2004		16,800			
PC000405	FORD	REG CAB 1/2 TON F-150	2004		14,400			
PC000410	FORD	SD REG CAB 3/4 TON F-250 UTILITY BODY	2004	24,089				
PC000638	FORD	F-150 PICK UP	2005		22,000			
PC000647	FORD	F-150 PICK UP	2005		13,300			
<b>SUB TOTAL</b>				24,089	80,900	-	-	-
<b>9090</b>	<b>Water Distribution</b>							
	NEW	Trailer mounted vac for Utility Dept. (Meter Readers)		26,500				
PC000453	FORD	F-800 DUMP TRUCK	1997	69,936				
PC000180	FORD	F-150 PICK UP	2002	21,188				
PC000390	FORD	REG CAB 1/2 TON F-150	2004		14,400			
PC000391	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000398	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000404	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000413	FORD	F-550 UTILITY	2004		26,100			
PC000455	FORD	F-150 PICK UP - SHORTBED	2004		14,400			
PC000457	STERLING	STERLING UTILITY	2004			59,900		
PC000644	FORD	F-150 PICK UP	2005		14,900			
PC000653	FORD	RANGER EXT/CAB	2005		11,440			
PC000668	FORD	F-250 EXT/CAB UTILITY TRUCK	2005		23,400			
PC000674	FORD	F-150 PICK UP	2005		13,300			
PC000675	FORD	F-150 PICK UP	2005		13,300			
PC000677	FORD	F-250 SD EXT/CAB UTILITY TRUCK	2005	29,259				
PC000703	FORD	F-350 RE CHAS CAB	2005		25,500			
PC001020	FORD	F250 UTILITY	2007		29,800			
PC001046	FORD	F250 UTILITY	2007		25,600			
PC001053	FORD	F250 UTILITY	2007		29,800			
PC001127	FORD	STERLING DUMP TRUCK	2007					
PC001151	FORD	F-150 PICK UP	2007	21,332				
PC001152	FORD	RANGER R-106	2007		11,700			
PC001170	FORD	RANGER R-106	2007		11,700			
PC001171	FORD	RANGER R-106	2007		11,700			
PC001275	FORD	F550 PICK UP	2008			36,400		
	John Deere	Excavator	2004			126,900		
	Cat	Mini Excavator	2006					49,500
PC000577	FORD	F-150 PICK UP - SHORTBED	2010					15,300
PC000578	FORD	F-150 PICK UP - SHORTBED	2010					15,300
<b>SUB TOTAL</b>				168,215	320,240	223,200	-	80,100

# Capital Improvement Program

## Fleet Management

### Fleet Replacement Schedule

VEH #	MAKE	DESCRIPTION	YEAR	FY13	FY14	FY15	FY16	FY17	
<b>5511</b>	<b>Stormwater Operations</b>								
PC000642	FORD	FORD F-150 PICKUP 4X4, V-8	2005		18,278				
PC000676	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000981	FORD	FORD F150 PICKUP TRUCK	2006		16,200				
PC000982	FORD	FORD F-150 PICKUP TRUCK 4X4	2006		16,200				
PC001045	FORD	FORD F250 PICKUP TRUCK	2007		25,600				
PC001137	FORD	FORD F-150 PICKUP TRUCK 4X4	2007		23,300				
7872	Replacement	Loader	2004			137,500			
6053		305CR MIN EXCAVATOR	2006	107,075					
<b>SUB TOTAL</b>					107,075	112,878	137,500	-	
<b>3505</b>	<b>Building Permits and Inspections</b>								
PC000575	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000497	FORD	FORD F-150 PICKUP TRUCK	2003		17,800				
PC000643	FORD	FORD F-150 PICKUP TRUCK	2005		18,600				
PC000577	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000580	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000631	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000646	FORD	FORD F-150 PICKUP TRUCK	2005		13,300				
PC000983	FORD	FORD F-150 PICKUP TRUCK	2006		11,700				
PC000999	FORD	FORD F-150 PICKUP TRUCK	2006		11,700				
PC001135	FORD	FORD F-150 PICKUP TRUCK	2007		13,600				
<b>SUB TOTAL</b>					-	139,900	-	-	
<b>6016</b>	<b>Golf Course</b>								
New		GREENSMaster 3150	2010			24,800			
New		GREENSMaster 3150	2010			24,800			
New		GREENSMaster 3150	2010				24,700		
New		GREENSMaster 3150	2010				24,700		
New		REELMaster 5510	2010					42,500	
New		REELMaster 5510	2010					42,500	
New		GROUNDMASTER 3500	2010					30,600	
New		GROUNDMASTER 4500	2010					49,900	
New		MULTI PRO 1250	2010					24,600	
New		WORKMAN HDX	2010					24,100	
<b>SUB TOTAL</b>					-	-	49,600	49,400	214,200
<b>2525</b>	<b>Information Technology &amp; Communications</b>								
PC000987	FORD	FORD ESCAPE	2006		16,400				
PC001153	FORD	FORD EXPLORER	2007		20,000				
<b>SUB TOTAL</b>					-	36,400	-	-	
<b>0071</b>	<b>Fleet Management</b>								
PC001029	FORD	FORD F-550 FORD CRANE TRUCK	2005		50,000				
PC001040	FORD	FORD F-350 FORD PICKUP	2005		32,600				
<b>SUB TOTAL</b>					-	82,600	-	-	
<b>GRAND TOTAL OF ALL VEHICLES</b>					<b>1,725,890</b>	<b>4,423,522</b>	<b>796,700</b>	<b>342,400</b>	<b>830,600</b>



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# WORKFORCE TALENT

*Find Your Florida*



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# Workforce Talent

Goal 6, Workforce Talent, communicates our City Council's desire to develop and implement a comprehensive plan to improve City employee skills and performance through education and training, performance management and personal development opportunities.

In this section of the budget book, we provide details as to how our management team has begun implementing objectives and strategies to achieve this goal in an effort to improve individual skills and talent that exist within our workforce.

Goal	Objective	Strategy	Administration	Community Development	Engineering & Stormwater	Finance	Fire	IT&C	Parks and Recreation	Public Works
			Short-Term							
			Approach Assignments							
<b>Goal 6: Workforce Talent</b> To develop and implement a comprehensive plan to improve City employee skills and performance through education and training; performance management; and personal development opportunities	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program								
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions; training, certification, public policy needs that benefit the Organization and the Community								
	To enhance awareness of customer service relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide training program								
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees								
<b>Vision: To be recognized as one of Florida's premier cities in which to live, work and play</b>										



# Workforce Talent

(continued)



Teams	Objective	Strategy
	Increase efficiency through enhanced operations and technological advancements	Review operational procedures and policies; evaluate technological opportunities; continue and enhance volunteer opportunities; seek in-house alternative to external services
	Enhance safety measures throughout the community	Identify enhancements to reduce hazards in parks; enhance safety improvements at intersections and along roadways; seek partnerships to educate public; improve ISO standards; target natural hazard mitigation opportunities; Comprehensive Emergency Management Plan training
	Evaluate current "Green" initiatives and targeted projects that are sustainable	Reduce waste; staying in front of sustainable communities in the State of Florida; develop Alternative Energy Strategy; implement City-wide energy savings program
	Diversify our revenue sources	Evaluate and target diversification of funding sources; seek private/public partnerships
	To assess the need to expand infrastructure for sustainable growth	Maintain an inventory of infrastructure condition and priority rating; coordinate facility capacity upgrades; keeping older neighborhoods attractive and relevant
	To evaluate the evolution of City of Palm Coast Recreation and Parks Facilities Master Plan projects	Develop a phased approach to financing and constructing Long Creek Nature Preserve concept; build bicycle/pedestrian connections; identify user experiences through technological and innovative design enhancements
	To enhance infrastructure in order to maintain quality neighborhoods and business districts	Projects targeted as highest priority for replacement shall be evaluated for potential upgrade or enhancement
	To coordinate with regional public and private educational institutions to identify partnership opportunities which benefit both parties	Seek and solicit student internship opportunities; enhance faculty relationships and partnership opportunities; assist with curriculum development to develop future employees
	To develop programs to enhance our water conservation strategies	Utilize nature's water supply resources effectively for water supply; target expansion of reclaimed water
	To develop an evaluation matrix to assess the implementation of Prosperity 2021	Inventory progress to date
	Enhance community and visitors' recreational opportunities and experiences at community events	Identify fun and interactive elements into community events; promote the variety of local leisure and recreational activities
	Seek partnerships with educational institutions to expand community educational and cultural opportunities	Share resources between organization to broaden experiences; expand outreach opportunities to identify and network resources
	To develop a "branding and marketing strategy" and establish criteria to measure success	Expand use of "Find Your Florida" brand; campaign City's economic strengths and opportunities; support event activities with positive economic impact
	To promote the Palm Coast Business Assistance Center (BAC) as the destination center for small business training and support in Flagler County	Develop a branding strategy, create programs to assist small business; develop education programs to reacher broader participation in Flagler County and across Florida; strengthen BAC partner effort; increase Private sector financial support for BAC
	To develop in-house and identify external training opportunities for employees	Create a comprehensive training program; assess staff positions, training, certification, public policy needs that benefit the Organization and the Community
	To develop a program to improve staff retention and recognize individual skills and talents	Establish a program to identify individual skills and foster improvement of professional skills; assess pay rates and benefits; develop an Employee Motivation and Reward Program
	To enhance awareness of customer service relationships with our citizens	Establish a program that solicits customer feedback and ensure follow-up consultation; develop a reach-out initiative to enhance community awareness of City services; create a customer service element to City-wide training program
	Protect the environment through appropriate development strategies	Protect natural green spaces

**Vision: To be recognized as one of Florida's premier cities in which to live, work and play**

# Workforce Talent

(continued)

## Leadership Intern Training Experience (LITE) Program

In January 2012, the City of Palm Coast City Manager implemented a management development program for professional employees interested in developing their skills while taking challenges beyond primary roles and expertise.

Through the Leadership Intern Training Experience (LITE) team concept, employees are provided the opportunity to work directly with the City Manager and other members of top management. The concept dually serves the City of Palm Coast City Council Goal 6 for Workforce Talent with the implementation of Approaches (projects) through the following Objectives and Strategies.

- ⇒ Objective 6.1: To develop a program to improve staff retention and recognize individual skills and talents
- ⇒ Strategy 6.1.1: A program to identify individual skills and foster improvement of professional skills and talents
- ⇒ Strategy 6.1.3: Develop an Employee Motivation and Reward Program
- ⇒ Objective 6.2: To develop in-house and identify external training opportunities for employees
- ⇒ Strategy 6.2.1: Create a comprehensive training program

### Program Objectives

To address City needs for executive leadership and to develop additional capacity within the City organization to provide executive leadership for projects and issues not normally accommodated/accomplished as part of the routine functions of the City organization. The program is also intended to provide growth opportunities for professional employees in developing their skills and tackling challenges.

Through this unique management style, the City Manager recruited employees to participate in two (2) capacities.

**Team Leaders** – Oversee individual team members assigned with specific goals and tasked with specific work products.

**Team Members** – All employees were provided an opportunity to participate in each team.

### Requirements for Team Leader Eligibility:

- Minimum of one-year as full-time employee in current position
- Exempt Employee Status / Salary Employment
- Desired Skill Levels for Team Leaders
- Managers, Supervisors
- Professionals with academic achievements and professional licenses/certifications
- Top Performers
- Highly self-motivated individual who demonstrates a desire to advance

During the Fiscal Years of 2011-2012, the following seven (7) LITE Teams were established.

1. 5-year Performance Report including City Council Goals and Objectives, and Citizen Survey (Team Turtle)
2. High Performance Innovative City – Culture, Standards & Measures (High Maintenance Team)
3. Employee Academy Training Team (EAT Team)
4. Employee Motivation, Recognition and Retention (BAM Team)
5. ½ Cent Surtax Campaign (Infrastructure Team)
6. Flagler Agricultural Museum (FAM)
7. City Hall Feasibility (Team Hobo)



# Workforce Talent

(continued)

## **5-year Performance Report including City Council Goals and Objectives, and Citizen Survey (Team Turtle)**

The “Five-year Performance Report including City Council Goals & Objectives and Citizen Survey” project was assigned to Team Turtle; the team was tasked with being the steward of the Visioning process for the City of Palm Coast City Council. Primary focus of this project was to bridge a closer relationship of implementing the City’s Vision with the budget process and citizen survey data.

The team consists of representative(s) from each of the seven (7) Departments with select cross-representation from other LITE Teams that are relevant to the project’s objectives. The “Performance Measures Team” and “Employee Academy Training Team” Leaders were also appointed to Team Turtle to share knowledge and experience of their respective teams. By establishing these key stakeholders, team participants conveyed unique knowledge from all aspects of City operations. This dually served as a strong foundation for establishing a clearinghouse of information for the Five-Year Performance Report and Goal implementation strategies. In past years, City representatives secured consulting firm services to assist staff with this annual process. It was the direction of City Administration to utilize in-house talent to establish a new approach to the process and product format.

The Team established a work plan to guide the development and implementation of project deliverables. Sub-teams were also utilized to

ensure that assignment(s) were working concurrently to enhance efficiency and team participation.

Through highly motivated and innovative team members, the following accomplishments have been completed to date.

- Evaluation of City-wide accomplishments from 2007 through 2012
- Five-year Progress Report
- 2012 Annual City of Palm Coast Citizen Survey
- Project Calendar to streamline process in future years
- City Council Goal Setting Exercise including Council Member interviews and workshop(s)
- Department Survey(s) to evaluate current and future project proposals to support Council’s Vision through Goal implementation
- 2012 Strategic Action Plan including City of Palm Coast Mission and Values for City Operations and Long-term Vision with supporting six (6) Goals, Objectives, Strategies, and Approaches
- Team participants have gained knowledge and respect of the City Visioning process and overall City Operations.



# Workforce Talent

(continued)

## High Performance Innovative City – Culture, Standards & Measures (High Maintenance Team)

The work of the Performance Measure Team is to review the past performance measures that has been established for all departments and associated divisions in the last 10 years. Each team member was orientated to all the measures and then meetings were established with the Team and each Division. All divisions were told three things:

1. Evaluate at all the measures and see which measures are part of you daily work habits
2. If the measures do not meet what your work, the measure may be discarded
3. If there is something that you do and we do not track it, we have the ability to create the measurement according to how the work is performed and calculated?

The measures have been tabulated and assigned to the City Council Goals, Objectives, Strategies and lastly through Approaches (implementing projects) that were tabulated from Team Turtle. The ultimate result from the performance measures team is to have the measures reflect the intent and meaning of the goals set forth by the council. The measures must also have a way to track the progress of the department heads and supervisors for yearly evaluations. Finally, a standardized report should be able to read clearly to the progress of each division for ease of reference for City Council and the City Manager.

Presently, a database is being created in-house to manage the information. Once the data base is created and populated, departments will be able to input the weekly/monthly statics.

## Employee Academy Training Team (EAT Team)

The Eat Team's first objective is developing and

implementing a comprehensive training program for all employees of the City. During the Strategic Action Plan process of the Strategic Action Plan Team it became evident that a comprehensive training program for the entire City was necessary. By approving Goal 6 "Work Force Talent", City Council emphasized this need and established the objective of the EAT team. The Performance Measure Team put together clearly defined measurements in order to evaluate the progress of the training objective. The EAT Team was formed with a member from each of the Departments along with representatives from other associated LITE teams. Generally sub-teams are formed to complete specific tasks and therefore utilize a time-management strategy for team members. The EAT Team has three primary focuses: A Comprehensive Training Program, Employee Academy, and Mid-Level Management Training Program.

Comprehensive Training Program – The objective is to establish and maintain an ongoing comprehensive training program to offer professional growth and development, mentorship, relationship building, enhanced communication, improved personnel resources, and to enhance employee retention and recruitment. The program will also include an all-encompassing computerized system that will schedule and retain City in-house and external training courses as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department . The training inventory matrix will assist with the setup of the computer training module as well as track individual employee training and certifications. The computer training module will be a City wide tool to effectively monitor and

# Workforce Talent

(continued)

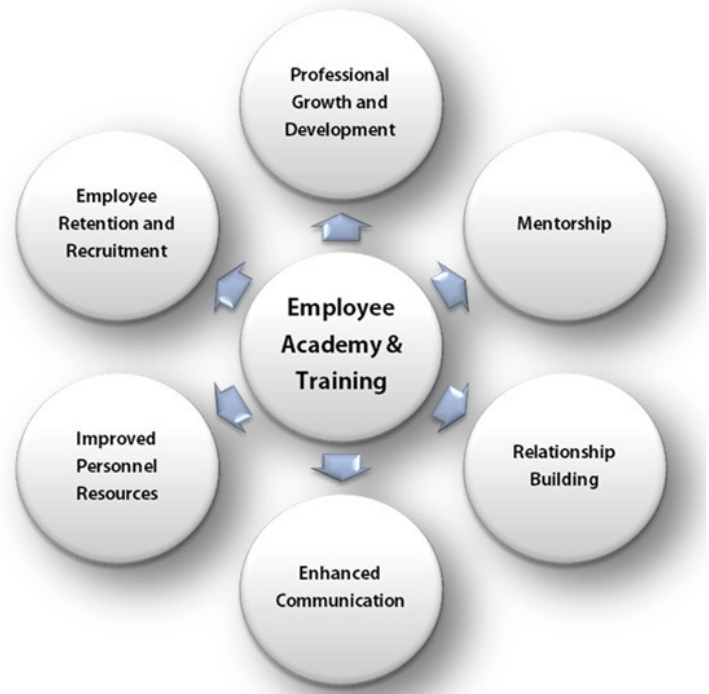
mentor professional growth and development of employees. Two sub-teams were formed, one to create and distribute departmental and employee surveys and the other to put together an Excel training inventory matrix from the survey information in addition to meetings held with each Department. The training inventory matrix will assist with the setup of the computer training module.

Employee Academy – The objective is to create and implement a training program that will be similar to the City’s Citizen’s Academy but specifically focused towards employees. The intent of this program is to introduce and familiarize employees with each Department’s environment, functions and roles. The program will be designed to emphasize how all the components of each Department work together and are relevant towards City goals and objectives. The program will be initially designed for every employee to participate and adjusted for new hires in the future. It is intended for the Employee Academy to be an ongoing, impactful program to broaden employee knowledge about the City they work for.

Mid-Level Management Training – The objective is to create an on-going training program for mid-level management staff that will equip them with a better means of interdepartmental communication and provide tools for better management practices. The training program will provide a means for professional growth and development, management networking, and updating with new and innovated management strategies and styles.

## EAT Team accomplishments to date:

- ◇ May 2012 - EAT Team Kick-off meeting. Meetings are generally held weekly.
- ◇ July 2012 - Comprehensive Emergency Management Plan Workshop. All day hands-on workshop with approximately 120 assigned emergency operation employees in attendance.
- ◇ June, July, and September 2012 - Payroll Training and computer system processing for all personnel involved with payroll operations.
- ◇ September 2012 – Distributed a management and supervisory questionnaire and an employee survey in an effort to acquire training needs inventory.
- ◇ September 2012 to present - Training Matrix – Organize training needs into a matrix that will be used for the computer training module set-up. The matrix Sub-team held meetings with each department for data input into the Matrix along with using the questionnaire and survey information.



# Workforce Talent

## Employee Motivation, Recognition and Retention (BAM Team)

With the knowledge that a motivated employee is a productive employee the Employee Motivation, Recognition and Retention team (BAM Team) was tasked with identifying, developing and implementing programs that would motivate City employees. Early on the team was faced with questions such as: How do we keep our employees motivated? How do we show them that their work is valued? To find the answer to these questions a survey was sent to all employees asking them to rank in terms of importance the following motivators: Incentive/Rewards, Promotion, Recognition, Relationship with Colleagues, Responsibility and Work Environment. Armed with the survey's results the team set out to create programs that would make employees feel motivated, recognized and valued.

### The following accomplishments have been completed to date:

1. Employee Survey – gives us insight into what is important to City employees
2. Public Employee Recognition Week – Recognize employees for their great work. This took place on the first week of May 2012. Different activities were created to show employee appreciation such as: video presentation to City Council and also broadcasted to all employees through the Internet with employees being thanked by the City Manager; and breakfast, and different snacks throughout the week.
3. Service Awards – in previous years a luncheon and a pin was given to all employees who have been with the city for 5 years or more, in 5 years increments (5, 10, 15,

## (continued)

etc.). This year it has been approved to award employees with a \$10.00 monetary award for each years of service. For example, if an employee has been here 5 years, besides the luncheon and a pin they will receive a \$50.00 monetary award; if they have been here for 10 years, they will receive a \$100.00 monetary award, etc.

Other things are being done throughout the City to motivate our employees by other Teams. The Wellness team has been working on keeping us healthy and making us happy while doing it with the punch card and other programs like Weight Watchers. The EAT Team is creating a comprehensive training program for employees that will help them do their job more efficiently which in turn will make both the employees and citizens happy. The High Maintenance Team is working on standardizing performance measures, which will help employees know exactly what is expected of them, in turn making them more efficient and happy. Although those programs are not being created by the BAM Team it shows that we are all working for the same cause: create a motivated work environment that will make our employees happy and productive and which in turn will make our City work smoothly and our citizens happy.

## **½ Cent Surtax Campaign (Infrastructure Team)**

The Infrastructure Team is composed of staff members from various City departments. The Team is responsible for analyzing and providing recommendations on a variety of infrastructure and capital project related issues such as financing, planning and design, priorities,

# Workforce Talent

(continued)

This past year, the Team was tasked with coordinating the City's response to a variety of issues such as the renewal of the ½ cent Infrastructure Sales Tax, developing potential alternative funding sources for stormwater capital projects through the creation of a franchise fee for electric service or public service tax, as well as preparing a report on the implications of an impact fee moratorium on the City's capital improvements program.

## On-going tasks include:

- ⇒ Development of a 10-year Capital Improvement Plan, as well as developing recommendations for alternative financing methods for capital projects.
- ⇒ Coordination of tasks related to the City's eventual membership in the Volusia Transportation Planning Organization (VTPO).
- ⇒ Design and construction of the Seminole Woods multi-purpose trail.
- ⇒ Working with property owners to provide an alternate proposal/modification for the Old Kings Road Assessment.

## **Flagler Agricultural Museum (FAM)**

The Agricultural Museum was located in the Doyle Center in Tallahassee and was moved to Flagler County in 1992, since it is known for its strong agricultural ties. The Museum is small but it is growing. The Museum has several buildings that depict life from the early settler or "Cracker" days in Florida. The Museum has a dedicated group of individuals who wish to authentically depict life in early Florida to its visitors.

The City understands it is a valuable resource to the community. The City of Palm Coast put together a team of employees from different Departments to assist the Museum to reach their goals. Working together, the team streamlined the application processes for the building and Special Event permitting, evaluated and made recommendations for the upgrades of the existing buildings to current health and safety regulations, created identification badges for volunteers, assisted with security/background checks for volunteers, created a draft of a Master Development Plan (MDP) based on the Museum's recommendations/design and evaluated the Caldwell Dairy Barn for possible upgrade to an Assembly building so it can be used for multiple purposes. The City believes the Museum can become a major regional tourist destination."

## **City Hall (Team Hobo)**

The general objective for the City Hall Team is to formulate a strategy and a Request for Proposal (RFP) to select prospective Private Developers or Non-Profits, who can demonstrate the necessary capability to "Design-build-finance", a new City Hall Building and thereafter lease with option to purchase back to the City of Palm Coast.

The City currently employs a full-time staff of approximately 334. Staff are located in various facilities throughout the City. City functions take place in 5 different locations and currently the primary city functions, excluding Public Work, Parks & Recreation, and Fire Department, are housed in a leased office building complex

# Workforce Talent

(continued)

In 2005, a bond referendum in the amount of \$22,000,000.00 was voted down by the citizens of Palm Coast for a 75,000 sq. sf. City Hall. Since then, City staff has explored the options of purchasing the current leased office building or some other building, or constructing a new facility at the City owned property in Town Center at Palm Coast.

performance development as a means to balance the expansion of the City and preservation of quality of life for employees and citizens. With this in mind, the City intends to have City Hall exhibit elements of conserving materials, energy, water and other natural resources.

The City has been approached by several private developers interested in assisting the City with options on proceeding with constructing & leasing a building for a City Hall. City Council has directed City Staff to solicit a Private Developer/Non-Profit to design and build with an option to lease back to the City of Palm Coast a New City Hall at Town Center.

The intent of the Project is to move all staff into the leased facility, as well as a portion of staff from other locations, to a new Primary Building on property owned by the City in Town Center at Palm Coast.

Some of the goals for the lease of City Hall project shall include:

- ⇒ Providing a City Facility that will improve communication, provide a user-friendly experience, and improve daily operations between City staff and City residents.
- ⇒ Developing a facility which becomes a public focal point and contributes to the civic identity of the City of Palm Coast.
- ⇒ Providing an environmentally friendly building. The City recognizes that effective environmental stewardship includes high



Back Cover





# AWARDS AND SPECIAL RECOGNITION

*Find Your Florida*



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# Awards and Special Recognition



The National Arbor Day Foundation, in cooperation with the U.S. Forest Service and the National Association of State Foresters, annually recognizes communities that effectively manage their public tree resources. Palm Coast has earned the Tree City USA recognition each year since 2005.

The Tree City USA Growth Award is provided by The Arbor Day Foundation, in cooperation with the National Association of State Foresters and the USDA Forest Service, to recognize environmental improvement and encourage higher levels of tree care throughout America. This award is designed not only to recognize achievement, but also to communicate new ideas and help the leaders of all Tree City USAs plan for improving community tree care. Palm Coast has earned the Growth Award every year since 2006.



The City of Palm Coast's water treatment facilities were selected by the Florida Department of Environmental Protection (FDEP) to receive the 2012 Plant Operations Excellence Award. The award as presented to City staff by Mark Thomasson, Director of Water Resources in Tallahassee. The Water Operations Division has been recognized by the FDEP for demonstrating a special commitment to excellence in water treatment operations and maintenance through dedicated professionalism. water.

Water Treatment Plant #3 was the recipient of the 2012 Conservation Award for environmental achievements. Sponsored by the Florida Section of the American Water Works Association, the awards program recognizes The City of Palm Coast Public Works/Utility Division for using innovative and environmentally sustainable practices. The award was granted to the City for recovering approximately 9 million gallons of concentrate per month and treating it to drinking water standards. These are all gallons that otherwise would have been wasted and disposed.



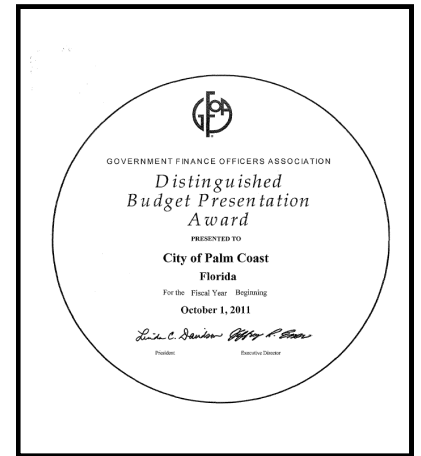
# Awards and Special Recognition

## Information Technology & Communications Department 2012 Awards



- ⇒ **Bronze Telly Award**  
“Find Your Florida” (Non-broadcast production/Direct Marketing)
- ⇒ **Bronze Telly Award**  
“Find Your Florida” (Branded Content/Promotional Branding)
- ⇒ **Silver Communicator Award of Distinction**  
“Find Your Florida” (Promotional Branding)

- ◆ GFOA Certificate of Achievement in Financial Reporting (11 consecutive years)
- ◆ GFOA Distinguished Budget Presentation Award (9 consecutive years)



Regional Award for Excellence in Environmental Stewardship Accepted by Ms. Denise Bevans on behalf of the City of Palm Coast Solid Waste & Recycling Program

### Award for Excellence in Environmental Stewardship

The City of Palm Coast was honored with the 2012 Regional Award for Excellence in Environmental Stewardship by the Northeast Florida Regional Council at the Annual Elected Officials & Regional Leaders Reception. Upon receiving the prestigious award, the City was recognized for its innovative and aggressive recycling incentive program along with other long-term sustainable initiatives.

The Wastewater Treatment Plant has been selected to receive a Safety Award from *The Florida Water Pollution Control Operators Association (FWPCOA)* for 2011 Safety Program.







# GLOSSARY AND ACRONYMS

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# Glossary

**AD VALOREM** - “In proportion to the value”.

**AD VALOREM PROPERTY TAX** - Real estate and personal property taxes. The taxes are assessed on a portion of the value of the property. Local governments set the levy.

**AGGREGATE MILLAGE RATE** - The sum of all property tax levies imposed by the governing body. State law limits the aggregate rate for a county or municipality to \$10 per \$1,000 worth of assessed taxable value.

**APPROPRIATION** - An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited to the amount of time when it may be expended.

**ASSESSMENT (ASSESSED VALUE)** - The value for tax purposes determined by the property appraiser for a given piece of real or personal property.

**ASSET** - Property owned by the City, which has monetary value.

**BUDGET** - A statement of the financial position of a sovereign body for a definite period of time based on estimates of expenditures during this period and proposals to finance them. The amount of money that is available for, required for, or assigned to a particular purpose.

**BUDGET CALENDAR** - The schedule of key dates or milestones, which the City follows in the preparation and adoption of the budgets.

**BUDGETARY CONTROL** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**BUDGET DOCUMENT** - The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.

**CAPITAL BUDGET** - A plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the City's consolidated budget, which includes both operating and capital outlays. The capital budget should be based on a capital improvement program (CIP).

**CAPITAL EQUIPMENT** - Equipment with a value in excess of \$5,000 and an expected life of more than 1 years such as automobiles, equipment and furniture. This equipment is budgeted for in the Operating Budget.

**CAPITAL IMPROVEMENTS** - Physical assets, constructed or purchased, that have a minimum useful life of 3 years and a minimum cost of \$10,000.

# Glossary

(continued)

**CAPITAL OUTLAY** - The cost of acquiring land, buildings, equipment, furnishings, etc.

**CAPITAL PROJECTS** - Have long range returns, useful life spans, are relatively expensive, and have physical presence such as buildings, roads, sewage systems, water systems, etc.

**CAPITAL IMPROVEMENT PROGRAM** - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.

**CONSTRUCTION FUNDS** - Established to account for all resources, principally bond proceeds and construction grants, which are used for the acquisition of capital facilities and projects.

**CONTINGENCY** - An appropriation of funds to cover unforeseen events that occur during the fiscal year.

**DEBT SERVICE** - The expense of retiring such debts as loans and bond issues.

**DEBT SERVICE FUND** - The funds created to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**DEPARTMENT** - An organizational unit responsible for carrying out a major governmental function, such as Police or Public Works.

**DEPRECIATION** - The periodic expiration of an asset's useful life. Depreciation is a requirement in proprietary-type funds, such as enterprise and internal service funds. It is not used in any other fund. Depreciation is a non-cash expense and while it is recorded in the annual financial statements, it is not budgeted.

**ENTERPRISE FUND** - The funds established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**ESTIMATED REVENUES** - Projections of funds to be received during the fiscal year.

**EXEMPTION** - Amounts that state law determines should be deducted from the assessed value of property for tax purposes. Tax rates are applied to the balance, which is called the non-exempt portion of the assessment. Some of these exemptions include homestead, agricultural, widows, and disability.

# Glossary

(continued)

**EXPENDITURES** - The cost of goods delivered or services rendered including operating expenses, capital outlays and debt service.

**FINAL MILLAGE** - The tax rate adopted in the second public hearing of a taxing agency.

**FISCAL YEAR** - The twelve-month period to which the Annual Budget applies. The City's fiscal year begins October 1st and ends September 30th.

**FIXED ASSETS** - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

**FRANCHISE FEES** - Fees levied on a corporation in return for granting privilege, sanctioning a monopoly, or permitting the use of public property, usually subject to regulation.

**FULL FAITH AND CREDIT** - A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds).

**FUNCTION** - A major class or grouping of activities directed toward a common goal such as public safety. For the purposes utilized in budgetary analysis, the categories have been established by the State of Florida and financial reports must be grouped according to those established functions.

**FUND** - An accounting entity that has a set of

self-balancing accounts and that records all financial transactions or specific activities or government functions. Eight commonly used funds in public accounting are: General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, Trust and Agency Funds, Internal Service Funds and Special Assessment Funds.

**FUND BALANCE (EQUITY)** - Fund equity for governmental funds and trust funds, which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions.

**GENERAL FUND** - The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, parks and recreation, public works and general administration.

**GENERAL OBLIGATIONS BONDS** - Bonds that finance a variety of public projects such as streets, buildings and improvements. The repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.

**IMPACT FEES** - A connection's contribution toward its equitable share of the cost of capital improvements required to serve new customers.

# Glossary

(continued)

**INDIRECT COSTS** - Costs associated with, but not directly attributable to, providing a product or service. These are usually costs incurred by other departments in the support of operating departments.

**INFRASTRUCTURE** - Facilities on which the continuance and growth of a community depend on such as roads, waterlines, etc.

**INTERFUND TRANSFERS** - Transfers among funds. These are utilized to track items for management purposes. They represent a “double counting” and, therefore are subtracted when computing a “net” operating budget.

**INTERGOVERNMENTAL REVENUE** - Funds received from Federal, State and other Local Government sources in the form of grants, shared revenues and payments in lieu of taxes.

**INTERNAL SERVICE FUNDS** - The funds established for the financing of goods or services provided by one department to other departments within the City on a cost reimbursement basis. Examples are the Data Processing Fund and the Insurance Fund.

**JUST VALUE** - Value of a piece of property as determined by the property appraiser, before reductions for legislatively imposed restrictions on valuation increases or other limitations.

**MILL** - A ratio of one (1) to one thousand (1,000).

**MILLAGE RATE** - For property tax purposes, a rate established per \$1,000 of assessed taxable value. A property tax millage rate of 3.5 mills for example, would mean property with a taxable value of \$80,000 would pay \$280 in property taxes.

**OPERATING EXPENSES** - These are the expenses of day-to-day operations and exclude personal services and capital costs.

**PERSONAL PROPERTY** - Livestock, commercial equipment and furnishings, attachments to mobile homes, railroad cars, and similar possessions that are taxable under State law.

**PERSONAL SERVICES** - Costs related to compensating employees, including salaries, wages and benefit costs.

**PROPOSED MILLAGE** - The tax rate certified to the property appraiser by each taxing agency within a county. Proposed millage is to be sent to the appraiser within 35 days after a county’s tax roll is certified by the State Department of Revenue and is listed on notices sent to property owners. No taxing agency may approve a levy that is larger than the one it originally proposed.

**REAL PROPERTY** - Land and the buildings and other structures attached to it that are taxable under state law

# Glossary

(continued)

REVENUE - Additions to assets which:

- a. Do not increase any liability.
- b. Do not represent the recovery of an expenditure.
- c. Do not represent the cancellation of certain liabilities or decrease assets.
- d. Do not represent contributions of fund capital in enterprise and internal service funds.

REVENUE ESTIMATE - A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.

ROLLBACK RATE - The millage necessary to raise the same amount of Advalorem Tax Revenue as the previous year, excluding taxes from new construction.

STATE REVENUE SHARING - Allocations to municipalities from a trust fund primarily supported by State cigarette and motor fuel taxes.

TAX INCREMENT DISTRICT - An area that has been declared “blighted” and is eligible to use tax increment financing to aid in redevelopment.

TAX INCREMENT FINANCING (TIF) - Property tax revenue generated by the tax on increases in property value above the base value at the time a tax increment district is established. This revenue is used to fund projects in the district.

TAX BASE - The total property valuations on which each taxing agency levies its tax rates.

TAX ROLL - The certification of assessed/ taxable values prepared by the Property Appraiser and presented to the taxing authority by July 1 of each year.

TENTATIVE MILLAGE - The tax rate adopted at the first public hearing of a taxing agency. Under State law, the agency may reduce, but not increase, the tentative millage during the second budget hearing.

TRUTH IN MILLAGE (TRIM) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.

USER FEE - Charges for specific services rendered only to those paying such charges as, for example, sewer service charges.

UTILITY TAXES - Municipal charges levied by the City in each and every purchase of a public service within the corporate limits of the City. Public service is electricity, gas, fuel oil, water, and telephone service.

VOTED MILLAGE - Property tax levies authorized by voters within a taxing agency. Bond issues that are backed by property taxes are a common form of voted millage in the State. Such issues are called general obligation bonds.

# Acronyms

CIP (Capital Improvement Program) - A comprehensive five (5) year plan of capital projects which identifies priorities as to need, method of financing and cost and revenue that will result during the five (5) years. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the Annual Capital Budget.

CPI (Consumer Price Index) - This is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services.

FTE (Full-time equivalent employees) - This is calculated by taking the total number of work-hours divided by the standard workweek (usually 40 hours). It is used for ease of comparison; i.e. two part-time people working 20 hours per week equal one FTE.

ISO (Insurance Services Office, Inc.) – ISO is an independent statistical, rating, and advisory organization that serves the property and casualty insurance industry.

TRIM (Truth in Millage) - State law establishing mandatory procedures, including advertising requirements and the holding of public hearings, for adoption of budgets and tax rates.





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